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Why Salesmen Go Stale

An interview by a member of the Dartnell Editorial Staff with

William S. Sadler, M.D.

Fellow of the American College of Surgeons, Senior Surgeon to one of America's largest hospitals, and Director of the Chicago Institute of Research and Diagnosis

OT long ago I had breakfast in an Indianapolis hotel with the district manager of a newly organized Chicago manufacturing concern. This salesman had been sent into Indiana as a high-powered promotion man capable of conducting a four-weeks' sales drive for dealer distribution. While waiting to give our order, he pulled a memorandum index from his pocket and showed me the list of calls that he had laid out for the day. The list included some rather "hard-boiled" merchants, and it occurred to me that my friend would realize that he had done a real day's work by the time he had made the last name on the list.

Digging His Own Grave With His Teeth

Then he ordered his breakfast; half a grape fruit, oatmeal and cream, griddle cakes and syrup, a small steak, and two cups of coffee. He was late for his first appointment, so he bolted this young thanksgiving dinner, and was gone.

I met him at noon, and he complained of a headache. He "knocked off" at three that afternoon, said he was not feeling well. I remembered what a gray-haired salesman at the adjoining table remarked that morning after my friend had gone, "A fellow who eats a meal like that, unless he is a harvest hand, is headed straight for the stomach specialist."

The subject of health has been discussed ad nauseam. If there is any one thing that most of us like to avoid it's the smoking room bore who's found a new way to put pep into the business engine. At the same time there seems to be a decided dearth of sane, sensible health advice given out by recognized medical men, advice put up in such a manner that it is intelligible to a man who doesn't know the difference between an acute sinovitis and endymes.

Other things being equal, health is the

most important consideration in the life of a salesman and especially a sales executive.

I went to R. L. James, general sales manager of Libby, McNeill & Libby, and put this question up to him, "Can you tell me of a well-known physician and surgeon in the city of Chicago—a man without any fads, a man who understands the problems of a salesman, who would be willing to speak to the readers of Sales Management on the subject of their salesmen's health?"

Mr. James replied, "Try Dr. William S. Sadler, a man who has not only sold merchandise himself before his days in the medical school, but who is perhaps one of the best-known surgeons in Chicago. This company has had him address our annual sales conventions for four years on this subject. I would be glad to arrange an appointment."

The appointment was made. An attendant ushered me into a large office that resembled a tastily furnished living room more than a professional place of business. There was something soothing, restful and thoughtful about the whole atmosphere of the place—and this was the keynote of the character of the surgeon who greeted me.

Work Never Kills

"Tell your readers to get a good working slogan," began Dr. Sadler when I had put the question up to him. He pointed to one that he had in front of him on his desk, "DO IT NOW!" "That's the way that I keep my brain clear for action, and prevent it being cluttered up with unfinished business. In speaking of the reason for so many good salesmen and business men going stale, reminds me of an incident that happened in this office a few months ago. An official of a large public service corporation of Chicago came to me to consult about his health. He said that he was down and out, that he was a sick

man, but before he finished telling me his sad story the telephone rang. It was a message that could not be sidetracked in the outer office. It pertained to a surgical operation the following day and I had to attend to it. After I had answered the telephone I telephoned the hospital and gave the necessary orders and thus the matter was closed up. But before I could get a chance to get into a serious conversation with my patient, the telephone rang again. Several more interruptions ensued until I finally apologized and was able to turn my attention to the patient without further delay.

The Curse of Unfinished Business

"But I noticed a changed expression on his face. In reply to my apologies, he said to me: 'Don't apologize, Doctor, I think I got what I came here for. If you will excuse me today I think that I will go back to my office and revolutionize my method of doing business, and I'll be back to see you again in a month. I've got a hunch as to what is wrong with me. But before I go would you mind letting me look at your desk?" Of course I told him that he was at liberty to make such a survey and as he looked carefully he found most of the drawers empty; asked me where my unfinished business was and I told him finished. Asked me where my unanswered letters were and I told him that my rule was never to lay them down-but to answer them at the time that I opened and read them. Well, this chap said good-bye to me without any further word of explana-

"In about six weeks he came back to see me, told me of the great change that had come over his life as a result of adopting my working motto—to do it now. It was only necessary to look into his eyes to see that he was not in need of the long rest that had been prescribed for him. You had only to hear him talk or see him walk across the office to see

that he was surcharged with energy. The unsettled condition of mind, the worry that obtains with unfinished business, has caused more breakdowns in the selling game than anything that I know of."

Then I told Dr. Sadler about the Indianapolis salesman who ate his dinner for breakfast.

"One of the first things that we think about when it comes to habits of living is the question of food," he continued. "I want to say that it is my experience, not only as a physician but as a traveling salesman, that nineteen out of twenty salesmen eat too much. A lot of salesmen who are over-weight and slow and sluggish in their mental action, would do much better if they ate two meals a day instead of three, or if they would confine their lunch to an orange or an ice cream soda. Not only that-but salesmen, as a rule, eat too much meat and too little fruit, or I might say, too little fruit and vegetables. The hotels of the country serve liberal orders of meat with each meal and little stingy, microscopic side-dishes of vegetables, and often no fruit at all. Pick up a little fruit on the side—it is an ideal hygienic dessert and highly nutritious. A large orange has as many calories as a small steak, and a large apple is equally nutritious. Fruit is also an excellent thing to prompt free bowel action. Oranges contain practically all of the known vitamins. This applies also to milk, which is a wonderful food-the only trouble is that the milk that you get around the country is a living menagerie of microbes.

'Have You Had Your Iron Today?'

"One of the reasons that frequently cause salesmen to go stale is the lack of hemoglobin in the blood. Hemoglobin is a peculiar chemical substance which largely consists of iron. If we prick the lobe of the ear with a needle and take a drop of blood on a sheet of white paper, allow it to dry for a moment, and then compare it with a graded system of colors known as the hemoglobin scale, we can in this way estimate the amount of iron present in an individual's blood, in percentage. If it stacks up with the general average we say that the hemoglobin is one hundred per cent. If it is below eighty per cent it is pretty serious, and below seventy-five per cent we say that you have some form of anemia-you are a sick man.

"Now, if a man is short on hemoglobin, shows up ninety per cent or below, what can he do about it? He will have to do something or he will go stale, because there is nothing outside of serious organic disease that will sap your vitality and make you feel worse than depression in hemoglobin. There are three ways to replenish a low stock of iron in the blood:

"1. We can take pills containing iron which are hard on the digestion—and they are not at all satisfactory—it is a question if much iron really does get into the blood.

"2. We can get the right kind of iron—vegetable iron—injected into our muscles with a hypodermic needle. This is the surest and quickest way of build-

ing up hemoglobin when it is down badly, unless it be the method of blood transfusion which we use in hospitals when people are very low from hemorrhage.

"3. But the third method is most practical for salesmen who are just a bit run down in the quality of their blood. That is to eat the right kind of foods—foods that are rich in iron. Get it in the grocery and in the fruit store, that's where you should get your iron.

"The following list of foods are rich in iron: spinach, yolk of eggs, asparagus, oranges, tomatoes, apples, and milk. If you are short on iron see that you get some of these foods at every meal.

The Right Fuel for Human Engines

"An over-accumulation of acid in the blood stream tends to rob one of pep. One feels worn out, tired, all in, just like you were getting over a hard sick spell. Your brain is cobwebby, you are grouchy, you are peevish, you are bad company. Fresh voided urine of the average healthy individual shows an acidity content of thirty degrees. It is not uncommon to test the urine in tired-out business men and women to find an acidity of 80 or 100 degrees, or more. Such patients complain of a dull feeling in the head, can't think clearly; they feel tired out when they wake up in the morning. They feel like they had an over-dose of spring fever. Increased acidity in the system comes from wrong diet-eating too many of those foods which, when burned up, leave an acid ash; from auto-intoxication, or chronic constipation; from poisons which we take into the system as typified by tea, coffee, and numerous other drugs; and from microbic toxins as abscessed teeth, chronic tonsilitis, chronic appendicitis, etc.

"The principal method of relieving over-acidity is through the diet, and I am going to give you a table of foods which tend to increase or diminish acidity in the system.

"FOODS WHICH TEND TO ACIDIFY THE BLOOD

"1. Animal Foods: All forms of flesh foods, fish, fowl, etc., including all kinds of meat broths, soups, beef tea, bouillon, etc.

"2. Eggs.

"3. Breadstuffs: All kinds of breads, whether made of wheat, rye or corn, crackers, toast, griddle cakes, etc.

"4. Pastries: All sorts of pies and cakes (except fruit pies, and other desserts containing milk or sour fruits).

"5. Cereals: Rice, oatmeal, and breakfast foods of all kinds, including the flaked and toasted breakfast foods.

"6. Miscellaneous: Peanuts, plums, prunes and cranberries. (Plums and cranberries come under this heading because of their benzoic acid, which the body cannot fully oxidize.)

"Foods Which Tend to Alkalinize the Blood

"1. Dairy Products: Milk, ice cream, cottage cheese, cheese, buttermilk, etc.

"2. Soups: All forms of vegetable and fruit soups and broths.

"3. Fruit Juices: All the fresh fruit juices except plums.

"4. Fresh Fruits: All fresh fruits-

sweet and sour—(except plums and cranberries).

"5. Dried Fruits: All dried fruits (except prunes)—especially figs.

"6. Vegetables: All kinds—especially beets, carrots, celery and lettuce.

"7. The Legumes: Beans, peas and lentils.

"8. Nuts: All the nuts belong in this column—including almonds and chestnuts.

"9. Miscellaneous: Potatoes and bananas.

"Blood pressure is something that every salesman ought to watch. about twenty-five years of age should have a blood pressure of about 120 millimeters of mercury, you can vary ten or fifteen degrees either way and be perfectly normal. As one grows older, blood pressure goes up for every two years' increase in age. Nervous exhaustion and brain fag often come from low blood These folks with tired-out pressure. nerves get out of bed in the morning, even after they have had a fairly good night's rest, and actually have to force themselves to get up. The longer they sleep the worse they feel. These folks need to overcome worry and nervousness and to live by an alarm clock, to get right up in the morning and steam up, to whip themselves into line.

When Pill Guzzling Can't Help

"High blood pressure spells trouble, and the dangerous thing about it is that it surcharges one with energy—a false energy for work—and there is no indication of the danger until it is too late. Every salesman ought to go to a doctor at least once a year and have his blood pressure taken and his urine tested, because you cannot go on what your nerves tell you about the way you are feeling.

"With reference to constipation, perhaps I had better say a word. There are a number of things a salesman can do to help himself. Don't depend on cathartics or enemas. They are both bad habits. When you first get up in the morning drink a glass of cold water; that may help to start things; and the average individual is much more likely to be able to enjoy a good bowel evacuation about a half hour or an hour after eating, though you can train yourself to have a good bowel movement just as soon as you get up in the morning—most people can at any rate.

"The foods that will aid you in overcoming constipation are fruits and vegetables. Eat more apples and oranges, prunes and figs. And don't forget bran. Eat bran bread and graham bread instead of so much white bread; and eat bran with your breakfast food. That will get most sluggish bowels started up. In fact every time you eat a meal swallow a broom with the meal to sweep it out. Now, if you have to take anything temporarily let it be mineral oil-some form of this substance-you can take two or three tablespoonfuls night and morning and it will help you out. It will do no harm. It is simply a mechanical lubricant. Don't forget that exercise, such as walking and other bending movements of

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Is This the Way Out of the Price-Maintenance Muddle?

By Roy W. Johnson

In the clamor and clatter which arose over the publication in SALES MANAGEMENT of Mr. Johnson's previous article, some of our readers asked: "Who is he, anyhow?" For the past ten years Mr. Johnson has been studying and writing upon sales subjects, particularly subjects relating to the legal side of selling. For seven years he was on the editorial staff of a well-known advertising trade journal. He has been connected in sales and advertising capacities with The Burroughs Adding Machine Co., Ames-Holden-McCready, and other organizations. At the present time he is a contributing editor to SALES MANAGEMENT.

N the April issue of SALES MANAGE-MENT, I reviewed briefly the history of the price-maintenance movement, and expressed the opinion that the outlook for success along the present line of progress was not particularly bright. As was not wholly unexpected, the expression of such an opinion was resented by sundry of the high-priests of orthodox price-maintenance doctrine, and I was immediately set down as an advocate of predatory price-cutting, doubtless secretly in the pay of the opposition. One of the difficulties in discussing the subject at all lies in the fact that the contest has been so long and so bitter that men's nerves are set on edge, and any criticism is immediately denounced as blasphemy and sacrilege.

For all and sundry, therefore, it may be well to state as prominently as possible, that so far from being an opponent of the principle behind price-maintenance, I am heartily in favor of it. The manufacturer, who is willing to go to the trouble and expense of building up a definite good-will for his goods, is clearly entitled to protection against depreciation of the reputation of his goods, whether through unfair price-cutting or anything else. The unfair price-cutter is not merely a fraud—he is an economic nuisance. From the standpoint of the manufacturer, the trade, and the consuming public, the principle of price standardization is thoroughly sound, and I believe this can be successfully demonstrated by a change of tactics on the part of those immediately interested. If that be treason-make the most of it.

I also believe, as already indicated, that more than ten years of effort to secure a legal sanction for protected resale prices has demonstrated by its results that the method is practically hopeless. The advocates of price-maintenance have met with absolute defeat in practically every contest they have engaged in before the courts, and have fallen back, as a last hope, upon a proposal that Congress shall reverse the settled opinion of the Supreme Court, and create a class of special interests enjoying privileges which the courts have repeatedly declared to be against public Those manufacturers, who are supporting the effort to pass the Kelly-Merritt bills, have undoubtedly persuaded themselves of the wisdom of such a course, but the nine-year history of the measure gives no very brilliant augury of success.

Assume if you like, however, that the bill can be passed. Assume that every congressman who has bestowed upon it a kindly pat on the head actually comes through with a vote in its favor. then? The cheers in celebration of its ultimate triumph will scarcely have died away before there is an organized movement under way for its repeal, and a movement with a considerable urge of public demand behind it. I leave it to you to judge how much of a rumpus could be "kicked up along Main Street" when the chain stores explain to the baby carriage trade what has been put over on them. Anyone, who has any understanding of the temper and the resources of the opposition, will appreciate the fact that the passage of the bill would merely be the signal for a fight, and a fight in which the odds are pretty nearly hopeless.

The Kelly-Merritt measure is at best merely a statutory enactment, which can be maintained only so long as it is supported by public opinion. It can be wiped out of existence the moment a majority of both houses of Congress can be scared up against it. And in this case public opinion will be squarely against it, in the overwhelming majority of cases, simply because it hits the average consumer in the pocketbook.

What is required, in my opinion, is not a mere piece of class legislation, which is endangered by every change in the complexion of Congress and every shift of popular feeling, and which cannot be depended upon so much as five years in advance; but a settled rule of law that unfair price-cutting is a wrong. This cannot be attained in a minute; but I believe that with patience and intelligence and common sense the manufacturer of trade-marked goods can secure in this way all that he can reasonably demand. He will, perhaps, have to content himself with somewhat less than he would like to have, but that is infinitely better than the nothing at all which he has secured up to the present. If you are one of those who insist upon a whole loaf with a pound of butter on the side, and will starve rather than accept anything less, the method I am suggesting will not appeal to you. If, on the other hand, you take the common-sense view that half a loaf is considerably better

than no bread at all, you will find it worth at least thinking over.

I think it will be readily admitted that the sole rational basis for price-maintenance lies in the contention that it is wrong for one man to depreciate the good-will, which belongs to somebody else, for the purpose of calling attention to his business or merchandise. Though the retailer may properly contend that the trade-marked goods in his store belong to him by right of purchase, and that he may, if he chooses, make a bonfire of them in his back yard; yet it is perfectly plain that the good-will which is represented by those trade-marked goods does not belong to him, but is the exclusive property of the manufacturer. When he advertises a cut-price on goods which are clearly identified as to origin, and widely known as of a certain value, he is depreciating the value of the manufacturer's goods in the minds of the public and, to the extent of his influence, injuring the manufacturer's reputation. In a word, he is depriving the manufacturer of a part of his property, represented by the belief in the public mind that the goods are worth the price which is customarily asked for them. This under certain conditions, is a wrong; and the effort has been to persuade the courts that it is a wrong which can be remedied by judical process.

Little or nothing has been gained hitherto. But this fact is to be noted: that in none of the leading cases on the subject has the matter been considered purely on its merits. The courts have been asked to pass on the validity of contracts, or to interpret the patent law, or to sustain some system of boycots and blacklists; and in practically every instance the proantagonists of price-maintenance have come squarely up against the stone wall of the laws against restraint of competition. They have asked altogether too much, and have received nothing at all worth mentioning.

There is, practically speaking, no hope whatever that the courts will ever be persuaded to allow manufacturers of trade-marked goods to violate the antitrust laws. There isn't a chance in the world that the retailer, who runs his business on a smaller margin of expense, will ever be prevented from selling his goods at correspondingly lower prices, whether they happen to be trade-marked goods or not. There is no remedy at all

for price-cutting of that character, because it is clearly in the public interest to secure the benefits of retail competition. But that species of price-cutting which is not based upon any actual ability of the retailer to do business at a lower cost, but which is intended to deceive the public into believing that he can, is an injury both to the good-will of the manufacturer and to competing retailers. It is also a wrongful injury such as the equity courts exist to prevent.

There are excellent grounds for belief that if a case can be presented in which the sole question is as to whether or not a given, specific instance of unfair price-cutting is not only a business wrong but a legal wrong, the principle which manufacturers are striving to establish will be recognized. Once you have succeeded in persuading the courts that price-cutting of this particular variety is a wrong—that, legally speaking, it is a form of unfair competition—you will have secured everything that you are entitled to, if not quite all that any honest manufacturer can reasonably desire.

Speaking in plain terms, the task which the manufacturer has before him is that of educating the courts to appreciate the injury which unfair price-cutting does to the reputation of a trademarked product, and persuade them to extend the doctrine of unfair competition to cover injuries of this character. One of the most firmly established maxims of the equity courts, that "there is no wrong without a remedy," is sufficient warrant for the belief that when the wrong is once clearly demonstrated, the remedy

will be supplied.

As a matter of fact, the whole history of unfair competition as a legal doctrine is a development of precisely this char-Originally unfair competition consisted simply and solely in passing off the goods of one producer for the goods of another. Unless the acts complained of did actually succeed, or were obviously likely to succeed, in deceiving a purchaser as to the origin of the goods, no relief was to be had. From time to time, however, business men began appearing before the courts with complaints plainly involving serious injuries to the reputation of their goods, but which did not specifically include actual "passing off." The courts were confronted with cases in which actual wrongs were being committed; in which business men were being robbed of their most valuable species of property; but which did not fall within the technical definition of unfair competition. Should they send these suitors away empty handed, and thus serve notice on every crooked trader that so long as he avoided actual "passing off" he would be safe; or would they exercise their authority to prevent an obvious wrong? As everybody knows, the courts chose the latter alternative, and the doctrine of unfair competition has been extended far beyond the original limits marked off by the earliest cases. The maxim that there is no wrong without a remedy has held good, and in this field the courts may be relied upon to find the remedy for any substantial injury to a trader's good-will, if he can clearly demonstrate to the equity courts that it is a substantial injury which it is in the public interest to relieve.

In other words, the courts will be as prompt to restrain unfair competition by means of price-cutting as they are to restrain unfair competition by any other method, provided you can demonstrate to their satisfaction that it is unfair competition, and not merely a form of competition that, for selfish reasons, you would like to be rid of.

As already stated, this cannot be done in a minute. But the chances are that it can be accomplished in considerably less time than has already been spent in fruitless efforts along other lines of endeavor. And I think it can be accom-

The first reaction to Mr. Johnson's first article on price-maintenance was a telegram from E. A. Whittier, of the American Fair Trade League, demanding full and complete editorial repudiation. If we didn't do so we were threatened with a libel suit and other dire punishment. It was made very clear that we would be promptly taken out to the wood-shed and spanked. We mention this because we are publishing elsewhere in this issue a reply to Mr. Johnson's article by R. O. Eastman. We want to be fair. We want you to have all sides of the question. But we want to emphasize that we are not printing Mr. Eastman's article because Mr. Whittier "demanded" that we do so; and we are NOT repudiating anything Mr. Johnson has said. The Editors.

plished for considerably less moneyvastly less-than has already been spent for the price-maintenance cause. As to whether the manufacturer will get absolutely everything that he wants-the whole price-maintenance consummation down to the bull-pup under the wagonthe probabilities are that he won't. He won't, for example, get the right to prevent the store which sells exclusively for cash and has no delivery expense, from selling at a smaller mark-up than the store which carries charge accounts and maintains an expensive service. But he will at least succeed in getting pricecutting discussed strictly on its merits, and to the extent that it is shown to be an actual, irreparable injury to his goodwill he can be practically certain of getting relief.

This can be done without forming any expensive organization, and without engaging in any campaigns of propaganda (the less of that form of amusement the better). It can be furthered by the individual manufacturer entirely, independently, without contributing to the support of any functionaries, or creating

any new jobs for somebody to fill. There is nothing spectacular or sensational about it, but it does present the peculiar advantage of being likely to get somewhere.

Of course, it will not be accomplished by talking about it. The thing to be done is to get the facts before the courts. And this can only be done by taking action against individual price-cutters; by selecting flagrant cases, making it clear that the effect is an injury to the manufacturer's reputation, or the reputation of his goods, and asking for an injunction. In some cases the manufacturer will get licked, no doubt. In others, the price-cutter will defeat the purpose simply by refusing to contest the action, and withdrawing the offer of the cut-price. If the cases are selected with intelligence, however, it ought not to be very difficult to pick a situation which is flagrant enough to warrant the granting of an injunction, and against a defendant who has nerve enough to fight. If the case goes to the Supreme Court, so much the better. You are on the road to a judicial determination of the effects of price-cutting on the manufacturer's good-will. The court will not be limited as to its findings by any of the so-called price-maintenance cases, simply because those were questions of contracts in restraint of trade, while this is a simple question of right and wrong between individuals-in legal parlance, a tort. The court will simply be asked to decide whether the result of a certain, definite instance of price-cutting was a wrongful injury to the manufacturer's good-will. Once get the Supreme Court to sustain an injunction in a case of this character, and it is clear enough that similar cases are equally to be condemned. You have gone a long way, if not all of the way, towards establishing unfair price-cutting as a wrong against which the manufacturer is entitled to prompt and effective relief.

A few actions of this sort have already been brought in the lower courts, with varying results. In some of them preliminary injunctions have been granted, and the defendants have simply obeyed without contesting. In some others, injunctions have been refused because the manufacturers have not been able to show material injury to their good-will or to the reputation of the goods. There is one case on record, however, which is illuminating, both as to the manner in which the doctrine of unfair competition is being extended to cover new situations, and also as to what may be done to check a specific instance of price-cutting.

Something more than a year ago, the New York department store of Gimbel Brothers announced a sale of Cheney foulard silks at a sensational reduction in price. This was just about the beginning of the spring season, and the plain inference was that the silks offered were the new spring patterns, though nothing appeared to that effect in any of the announcements. As a matter of fact, the merchandise consisted of patterns designed for the previous fall, which had been closed out by the manufacturer at the end of the season at reduced prices. Since nothing was said about patterns,



Are Your Salesmen in Competition With Their Own Cards?

Varied opinions held by sales executives on value of business cards, some claiming cards distract the buyer while others consider them as useful as postage stamps

By J. A. MILLER
White Sewing Machine Company
Cleveland, Ohio

THE question of business cards has been one that has had very careful consideration on the part of our company, and while no statistical records are available covering a period of years, we have the definite conviction that so far as our business is concerned, use of business cards, as ordinarily applied, is "taboo."

The most qualified salesman we have will, in every case, prove the contention that in our business it is distinctly better to give no advance notice of any sort to the man he wants to see as a prospective patron, whether he be proprietor, or whether he be representative buyer, or more than one member of a firm. The new or "cub" salesmen very often have the preconceived notion that a business card is as necessary in his equipment as the purchase contract. Some even have presented the age-old idea of having a post card printed, ready for mailing in advance of his call upon the dealer, on the theory that it opens the way for an

Our belief is, positive and abiding, those things have a tendency to shut off the opening, and we very positively encourage our men to give no advance notice. While we have business cards for our traveling solicitors, we define their use as best to be left with the buyer, where it seems apparent they will serve a good purpose for reference.

By J. B. SHORT Gen. Sales Mgr., Whitehead & Hoag Co. Newark, N. J.

I am in favor of salesmen using busi-

I think that unless a salesman can use a business card of quality and dignity, he will not stand a chance of obtaining as good results.

It is remarkable how much care some concerns will take in the preparation of their advertising copy for other purposes, and then seem to think that most any kind of printed matter will be all right for business cards.

All of our salesmen, all over the country, for years have been using a business card made of celluloid, on one side of which is printed a monthly calendar for the current year. We know that these business cards stay in existence as pleasant reminders of the subjects discussed at the time the card was presented.

I believe that if there is any one thing that irritates a business man a little more than another it is to have word brought to him that "Mr. Smith is outside and wants to see you and he states that his business is 'personal.'" Anyone knows that under such circumstances it is a salesman who feels that his proposition would be jeopardized if he gave any inkling of it in advance.

I believe that by sending in the business card in a frank, open manner, together with some little personal word to be conveyed by the messenger, it will produce the best results.

By L. M. SYMMES Vice-President, P. W. Brooks & Co. New York, N. Y.

We deal in investment bonds and our salesmen very rarely use business cards in order to obtain an audience with the prospect. They usually announce themselves, giving the name of the house and their own name, and if they do not get in on that basis, they are not likely to get in at all

We formerly urged our salesmen to leave cards with the prospects at the end of an audience as a reminder, but of late years we have prepared, from time to time, numerous booklets and other attractive literature which, we believe, is more likely to make a lasting impression than an ordinary business card, and so our salesmen are seldom called upon to use business cards.

We supply each salesman with 200 business cards when he first starts out and the records show that these cards last him from six months to a year. When you figure that he makes ten to twenty calls each day, you will see that he seldom uses a card.

We believe that the business card is only of value after you have made an impression on a prospect so that he wants to remember your name. In that case it is worth while to leave him your card so that he can refresh his memory when he wants to. In the investment bond business the distribution of business cards, without the personality of the salesmen being known to the prospect, is sheer waste of time and money.

By Jos. G. FITZSIMONS President, Carolina Auto Supply House Charlotte, N. C.

It has been my experience that salesmen's cards are ninety-five per cent useless. I have had occasion to watch some very clever, high-powered, experienced salesmen work, and the best one I ever saw often made the point that the poorest thing in the world that a salesman could do was to walk up to a man and hand him his card, or to have his card sent in in advance. His idea was that the card had the effect upon the prospect of putting him on his guard, and making him "freeze up," as it were.

He often added to this, that too many salesmen rushing in where angels fear to tread, would "queer" themselves and their proposition by making too hasty an approach. I have seen him make buyers in our line, auto dealers and garages, come up and ask what they could do for him. He told me he learned this while selling buggies on the road for thirty-five years.

By Carroll Dunham Smith Pharmacal Co. New York, N. Y.

I believe it is advisable, wherever possible, for the salesman to come in personal contact with the man he wants to see, and then it is well for him to personally hand out his card, so that the man he talks to really knows his name and business.

In the larger offices, where the salesman's name and business is requested before he is allowed to see the buyer, I think nothing is gained by any subterfuge. The salesman should promptly send in his card, which should be of such character as to promptly indicate the dignity and standing of the house.

Sometimes it is desirable for the salesman to write some intriguing message on the back of his card, in an endeavor to gain an interview, especially if the salesman is out of town and cannot conveniently call again.

By F. C. McDonald

President, Southwest Nash Company St. Louis, Mo.

In my judgment a business card is of very little use to a salesman who is really qualified to sell merchandise, and in most cases, I believe, that money spent for them is wasted. We furnish them to our salesmen against our better judgment, and we find ordinarily, the most business cards are used by the weakest salesmen. In my own case of over fifteen years' sales experience, I have had a good many hundreds of business cards printed for my use, but do not believe in that time I have found twenty-five cases where they have been of any benefit to me, and I very rarely ever used one.

By J. Don Alexander

President, Alexander Film Company Denver, Colo.

While there is no question but that business success is greatly dependent upon advertising—nevertheless, the average business man is not pacing the floor impatiently waiting for an advertising salesman to turn the corner and approach him with an advertising proposi-



The Tru-Blu Biscuit Co, card combines distinctiveness and individuality without sacrificing dignity. The International Harvesting card shows a popular treatment where the individual's name is featured

tion. On the other hand, he is more likely to be pacing the floor worrying how he is going to cut some of his overhead expenses, and thinking possibly that he would be just about as well off if he trimmed his advertising appropriation.

Therefore, a salesman who presents a card bearing the name of an advertising company, is likely to find, upon his personal entry, a certain amount of preliminary sales resistance, and a determination to battle down his sales talk.

Our men are, therefore, advised strongly against the use of business cards, except after an interview. They are rather taught to approach a prospect and open their talk with something of interest to the prospective purchaser. They must get over on his side of the fence as early as possible in the interview, and stay right there through to the close.

The business card in specialties, such as ours, is certainly an attention divider.

We have an extremely interesting standardized—or, as we call it—organized approach worked out, that goes further still towards making the business card superfluous.

By Charles L. MITCHELL

Secretary, Crane & Company Topeka, Kan.

I have had some fun with two different forms of cards which I have used to "break the ice" and on one of them I had the following wording:

MR. CHARLES L. MITCHELL
Of Topeka, Kansas
Will appreciate just a TWO-MINUTE
INTERVIEW with you
He believes that the TWO MINUTES
given will prove profitable to you

And then again I used another card worded as follows:

MR. CHARLES L. MITCHELL
Of Topeka, Kansas
Will appreciate very much just a twominute interview
If this card gets him in, he knows
how and when to get out

In these arrangements you will note that I endeavored to use just a little of the "human touch" and they never failed me although, of course, I realize that there are places and cases where they wouldn't have gotten me in.

I believe that salesmen are negligent in distributing their cards as freely as they should. Cards are a corking good advertisement, and I could tell you of many experiences which I have had in getting orders from people I never saw, who ran across one of my cards.

By J. C. BEAMSLEY Sales Manager, National Knitting Co. Milwaukee, Wis.

In favoring the use of business cards, I am taking, as a basis, our method of handling the many salesmen that call on us throughout the year, rather than my selling experience. For as we find the business card an aid in handling the salesmen that solicit our business, by the same token the people we are selling should also find the use of business cards a mutual advantage.

Our information clerk is instructed to secure a card from the salesman calling, or, if the salesman does not have a card with him, she will fill out a blank, giving the name of the salesman and the house he represents. This card, or slip, is then forwarded to the proper buyer. Every salesman that calls at our plant is given an audience. If the buyer is busy, he will immediately inform the salesman as to when he can see him, so that the salesman can plan his time accordingly.

As a buyer, I like to have a salesman's card before me at the time of the interview. It allows me to call the salesman by his name; it gives me the correct spelling and address of his company. If it is a party that has called on me before, the embarrassment of my not knowing his name is avoided.

I also keep a file of business cards, so that in writing to a concern about an order that I have placed, I can refer to the representative's name that accepted the order, or, so that the representative can be written to directly, if I desire to see him at once.

By James A. Lytle

Corona Typewriter Sales Co. St. Louis, Mo.

I have always considered the matter of salesmen distributing their cards as one which requires discretion. sonally, I do not see that a great deal is gained by sending in a card. Most cards are thrown in the waste basket after the salesman has left, and very few cards are the direct factor in obtaining an interview. There are times, of course, when a card is of some value. For example-if an executive of an organization presents his card, it saves him the trouble of telling what his position is and yet obtains for him a very much more favorable interview. Most real executives are not trying to publish the fact that they are sales managers, or vicepresidents; but because of their position they are given a great deal more attention and the card is the only method of putting it over.

I furnish my salesmen with cards, but in leaving the card, I ask them to leave a piece of literature with it, so that the prospect will have a real reason for keeping it. Personally, as a salesman, I use very few cards in obtaining interviews. I have never found a great deal of difficulty in obtaining an interview by simply telling the prospect my name and the company I represent. I don't see that that is obtaining an interview under false pretenses, and I have never felt that you could gain more interviews because you sent in cards. Unless the salesman's personality impresses his prospect he can be sure that whether he sends in a card before the interview, or leaves one as he goes, it will be thrown away.

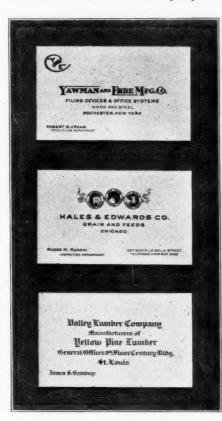
BY CHAS. K. BASSETT Secretary, Buffalo Motor Co. Buffalo, N. Y.

It has been the writer's experience that in selling a recognized commercial article it is usually advisable to send in your card in advance to the purchasing agent.

I understand from a friend of mine, in Buffalo, who has been very successful as a salesman of visible index systems, that he finds it much easier to get a hearing if he does not send in his card, or state the name of his concern. This may also be true of salesmen who sell "service," such as advertising, insurance, etc.

I believe, however, that even in such a case the salesman when once inside the purchasing agent's office should introduce himself again, giving the name of his concern and his own name, and should also hand the purchasing agent his card. This is because the purchasing agent, or any other official approached, is generally busy with other work, and it takes an appreciable time for him to change his thoughts from the work which he has been doing, to the salesman who has approached him. During the first few seconds, especially if the purchasing

agent or official is somewhat along in years, they may miss entirely the man's name and the name of his concern. If they hold his card they can, after he has talked with them for a while, answer him, calling him by name and give the name of his concern, which gives them a pleasant feeling of security from any error in understanding just what the whole conversation is about anyway.



The Yawman & Erbe, and the Hales & Edwards cards show how dignity and simplicity can be combined with advertising value by reproducing trade-marks. The Valley Lumber Co. card is hard to read, and would have had more strength with only one line in text lettering

By Theo. F. Ward

Powell-Sanders Co. Spokane, Wash.

It is hardly necessary for any salesman to present his business card continuously to the same individual if he is calling on him at regular intervals. In coming in contact with new prospects, however, it is somewhat different and in this case the card serves a definite purpose. I have noticed that in most instances where the card is presented at the beginning of an interview the interest of the prospect is divided between the salesman and the card. I have no doubt but that this instrument can best serve its purpose by being a medium of contact, if presented during the interview after the introduction has been concluded, and left with the buyer as a reminder of the salesman's name and business.

Each salesman must work out these things to his own satisfaction and there can be no set rule nor formula for the use of this very important instrument.

By A. I. BUTLER

Dist. Sales Mgr., Tire Div., Brunswick-Balke-Collender Co. New York, N. Y.

It is not always necessary to offer a card when addressing someone other than the party you want to interview, because many representatives go through the same experience with this party, and when your earnest intentions are discernible, this third party makes a quick comparison of your approach compared with many others and he is quite impressed. You can be sure that in that short time the third party's feeling will be one of pleasure if you secure the interview.

On the other hand, it may be an established practice to present a card, and in that event no matter what impression you have made with the third party, you will probably be requested to offer your card. Invariably you can tell without having to be requested to give it.

I believe it to your advantage to secure an interview without the introduction of a card and upon meeting your prospect, offer your name as representing your particular firm. In many lines, price lists are offered to the trade and if it is found necessary to leave one, you can very quietly attach your card.

If we place too much importance upon the presentation of cards and the representative should start on his trip and find that he had left his card case at home, this man would be in a very bad predicament so it is very apparent that the real aggressive representative does not need the assistance of business cards to secure interviews.

By GUY A. ROGERS Sales Manager, Tru Blu Biscuit Co. Portland, Ore.

While calling on the trade over a period of fifteen years, I probably used not to exceed five hundred cards, so it was not an item of much expense. My principal use of the card was in closing a sale to produce my card saying, "I'll ask you to file this card as a reference to use in any correspondence with the House pertaining to this order." In this manner I suggested a line of action in favor of acceptance of my proposition and kept myself from being forgotten because of the fact my card was usually filed instead of being destroyed.

My observations of the use of a business card by most salesmen is purely a mechanical move like shutting the door when they enter and in most cases is about as interesting. There is something in the personality of a real salesman, either put there by the Almighty or acquired by self-mastery, that permits him to use a portion of a buyer's time without an apology by being interesting about the subject matter of the visit. Such a salesman uses cards only in business sociability.

The use of cards by staple line men calling every week can be made effective by also having the salesman's telephone number under the factory or office number. This invites many calls for information which can be turned into business by a good salesman.

The Buyer Who Wants to Be Coaxed

Plans That Help Close the I-Want-To-Think-It-Over Prospect Who Lacks the Nerve to Say "No" and the Decisiveness to Say "Yes"

By John M. Garth

NE of the school trustees in a little
Texas town recently told me of a
plan used by a couple of brick
salesmen which is one of the best ideas
that I have ever seen for helping a prospect make up his mind. It seems that the
members of the school board were deciding on the variety of brick to be used in
a new school building. Word had been
sent broadcast that the brick would be
purchased without fail on a certain day.

On the appointed day twelve brick plants had salesmen on the job. One by one the salesmen were given an opportunity to present their brick, explain the merits of their product, and quote prices. By the time several salesmen had exhibited samples and made their talks the members of the board were so jumbled up and confused that they couldn't begin to make up their minds. Each succeeding salesman merely added to the general confusion.

The last two salesmen to appear were representing the same They had little house. to say, but while introducing themselves and telling briefly about the facilities of their plant they began to lay a pile of bricks on the table in front of the assembled committee. Between each row of brick they placed a small strip of wood,

about the thickness of a plaster lath. This strip was painted to represent mortar. By the time they had half a dozen rows of brick laid on each other, with the strips of wood representing the mortar in between, the committee was interested. It began to look like a real brick wall. The color of the brick seemed to strike the fancy of every member of the committee. The brick displayed in this manner appeared to take on new attractiveness. In a moment or so one of the committeemen asked the price. When it was given he said, "Well that settles it for me. I want those brick right there." Another agreed. And another. In less time than it takes to tell it the last salesman had the signed order-after following representatives from eleven other brick yards.

As a matter of fact the brick salesmen who lost the order had practically the same color and variety, just as good prices, the same terms, and delivery facilities. The committee simply wanted to be coaxed. Or to put it differently, they were waiting for some one to come along and close them, which is one and the same thing.

In this connection a salesman who has been very successful in turning telephone requests for prices into bonafide orders told me how he works. He said that when he first started it was his plan to try to be the first man on the job when he knew a prospect was shopping. Now he tries to be the last man to appear.

he tries to be the last man to appear.

"When a buyer calls several houses for prices and samples, I have found," he explains, "that he seldom places the order until he has seen all the salesmen he expects to call. As a rule most enough—be come back, seven-day we are plains, "that he seldom places the order until he has seen all the salesmen he expects to call. As a rule most the firmet a typewr

"The other salesmen expect to come back the second time, but I bend every energy to close the sale on the first call"

of these men are mediocre salesmen, who merely quote prices, and leave samples and literature. My line is as good as any of them-better than some. I plan to come in at the last, when the buyer is wearied from looking over sample lines. Usually I try to arouse his interest by sympathizing with him. I remark that he probably is rather bored from looking over samples, and try to get him to tell me what the other fellow has shown. Then instead of 'showing the line,' I select one item that seems best to fit his needs. I give him everything I have on that one item, working as if I think he knows nothing about it at all. The other men have taken a lot for granted, and usually have failed to give him half the information they could give him. They expect to come back again. Nine times out of ten I can give him a piece of information the other men have overlooked.

"By the time I have finished my talk he thinks I know more about my proposition than all the others, simply because they have not tried to close on the first call. Before he knows it he is unconsciously favoring me. In that mood he is easy to close. Time and again I have had buyers go to the man who has the final authority and tell him that they have looked at all the lines and have decided that mine is the only one worth considering. If I have a high percentage of closed orders it is because the men who call ahead of me don't try hard enough-because they expect to have to come back, not because I am such a seven-day wonder."

The writer recently bought a portable typewriter. It was my intention to shop around, and look at three models. I wanted to be coaxed a little before I made up my mind which one I would

buy. But I was sold before I left the first place I entered. There I met a salesman who knew portable typewriters backwards, upside-down,

and crosswise. I mentioned that I was merely looking, he had two competitive makes for me to look at. Deftly, but without offense he pointed out the superior features of his machine. He made me admit that I wanted a portable typewriter, then he robbed me of every chance of backing out. I signed the order, and walked away wondering how it was that I had at last bought a typewriter without shopping. Look-

ing back over my experience in buying typewriters I well remember at least ten purchases where I had looked at every typewriter on the market before I finally decided. All the other salesmen who had talked with me seemed to assume that I was going to look elsewhere before I placed the order. They didn't coax me.

The few really successful men in the business world usually get that way because they are able to make up their minds. The rest of us plug along in the same old rut day after day, wondering about this and that and the other thing, waiting, waiting, waiting, for someone to come along and make up our minds for us. If salesmen could only realize this—that they must make up the minds of their customers, there would be fewer call backs, and lower selling costs.

Is Your Advertising Destined to be Skipped or Read?

By Cheltenham Bold

It is just as easy to criticize advertising as it is to take a watch to pieces—and just as hard to reassemble it so it runs any better than before. That's why we hesitated to print this article, but the tinge of criticism is leavened by some helpful suggestions that make the article decidedly worth while. We believe that even the most rabid advertising enthusiast will agree with all Cheltenham Bold has to say—but read the article and then check up your own advertising to see if the shoe fits you.

As the poet says, "Full many a flower is born to blush unseen, and waste its sweetness on the desert air."

And full many a piece of advertising copy is to be placed in the same cate-

gory, though the sales executive does not ordinarily wax poetical over it. I am an advertising man and may be prejudiced—but I am confident that about eighty per cent of the stuff that I am putting out for my clients is destined for oblivion, simply because it is of such a nature that no human being, relatively speaking, will ever have the desire to read it. Technically speaking, it is "good" advertising copy. Practically speaking, it is a waste of good money because it will bore the average reader stiff if he ever gets past the headline.

I admit this quite unblushingly. I am spending my clients' money, not my own, and I have to make my living by pleasing my clients, so I give them what they want. Sometimes I put up a fight for my own ideas, and sometimes I don't. You would do the same yourself, in my position.

I say that about eighty per cent of my stuff is a deadly bore, from the standpoint of the readers it is aimed at, and represents a waste of money. It isn't a dead loss by any means, because it seems to pay for itself by exerting an indirect effect upon the boob retailer, and there is some value in the mere repetition of a trade name which the public recognizes. But as compared with what the same space might be made to produce, it is a crime. And, generally speaking, it isn't a question of spending a single additional nickel. For the same money, nine times out of ten, the space could be filled with a message that would get somebody's

attention and interest, instead of merely representing a mess of typography which has to be jumped in order to get the continuation of the text.

I don't maintain for one minute that I know my clients' business better than they do. I'm not pulling the old chestnut about the advertising man being like the dector who prescribes castor oil when his patient insists that chocolate almonds are much to be preferred. Advertising has not

yet arrived at the dignity of a learned profession, and I greatly doubt if it ever will be. I don't hold to any of the bunk about the work of the copy-writer's being a sacred masterpiece, which is not to be

YOU KNOW the kind of chair which speaks when it isn't spoken to. When you sit down it says "ping," and a moment afterwards, when you turn round, it says "pong."

That chair isn't well and it is telling you about it. Some day there will have to be an operation, but even after that, the trouble will come on again. It's incurable. It's the way the chair was made!

The Buoyant Chair never joins in the conversation. It has no complaint to make. Very alent! Very strong! The secret's in its unique exclusive springs. Springs spring on springs.

BUCKART

EASY CHAIRS and SETTEES

Mon good Familiang House oil Buoyant Chies

Perces from Seven Guiness

There to take the Buoyant Mattress "" "TIM BOOK OF COLOGIES" for Buoyant Cales Department, The Buoyant Uphelstery Co. Ltd., Sandiagre, Motss.

A British advertisement that proves we don't have to shout at the reader to get the point over

touched by profane hands. None the less, I do claim to know something about people, and I know this—that to interest them you have got to be interesting, and to win their favor you have got to have good manners. The bore and the boor are not welcome in any social circle, and the louder they are the more certain they are to be let alone.

It ought to be borne in mind, I think, that advertising is generally an intruder

—an uninvited guest, so to speak. Publications are not bought as a rule for the purpose of perusing the advertising pages, but for something else entirely.

advertising is accepted readily enough as a part of the general scheme of things, and as a feature which is to be good-naturedly tolerated. But for the most part, it has got to interrupt some other train of thought in order to make Which places the itself heard. wholesome burden upon the advertiser of making his interruption pleasant and pardonable. In a sense, the advertiser is in the same position as the man who breaks in upon a conversation with an argument on some entirely different subject. It goes without saying that the subject must be presented with some degree of tact, and must be made at least moderately interesting, in order to secure a favorable hearing.

This, I think, is something that advertisers are prone to forget. The space is their own, and they can undoubtedly say what they please in it; but the mind of the reader is not their own, and they can get very little into that mind unless the reader is willing. You can batter down the wall of a fortress with 16-inch shells, but you cannot smash your way into an unwilling mind with mere gobs of facts, no matter how impressive they may seem to you. The reader will merely turn the page and go on with the romance. The more brute force you put back of it, the more certain he is to refuse his conscious attention. So far as he is concerned, you are forced to rely wholly upon the unconscious impression made by a fleeting glance. That may be worth something, no doubt, but as compared with his

conscious attention to copy that really interests him it is in the ratio of something like 10,000 to one.

I maintain that in order to get the most out of advertising copy, the subject must be approached tactfully; in other words, from the angle of the reader's interest in the subject and not the advertiser's. And that does not mean merely that the advertiser should use what is commonly called "human interest" copy. I can show you specimens

of "human interest" copy that are about as offensive to good taste and common sense as anything you might imagine. What I do mean is this, that the advertiser must show a decent regard for the reader's intelligence, and an appreciation of the reader's point of view.

To the advertiser, the most important thing in the world is his business. It is very serious and very solemn, a matter not to be lightly discussed or approached without the utmost respect. The talking points with respect to his product are sacred things, and it is of the utmost moment that it be distinguished from all "ordinary" products in the same class. To the casual reader, however, the advertiser's business and his product are trivialities at best, and the terrific solemnity with which the talking points are discharged is entirely out of harmony with his point of view. "Don't, I beg and pray for your own sake," says the advertiser, "wear ordinary shoes! They will cripple your feet, throw your whole body out of proper adjustment, and eventually cause serious trouble. can't enjoy life to the full without MY product." "Blah!" says the reader, if product." he reads it at all. "I have been wearing ordinary shoes all my life." And blithely proceeds to page 149 to see what happened next to the beautiful damsel in

Or he reads the solemn pronouncement that Mr. Jonas X. Twinkleberry spent nineteen years of unremitting toil in the effort to produce a shaving soap that would not dry on the face. Or that Herbert Chewink, a member of all the exclusive clubs, is utterly astounded to discover that he can buy underwear for a dollar. Or that he must go at once to his Virtuolo dealer (whatever that is), and get a demonstration of the wonderful new tracker valve that is creating such a sensation. Or that Abraham Lincoln's devotion to the Union typifies the unwavering fidelity with which Tittlebat Tires are built up to an ideal. Or that joy reigns supreme in the household when father brings home a nice new washing machine for mother. "This Is Cream Puff Week." Or that Or etc., ad lib.

Wasted Advertising Opportunities

That, if you will pardon the interruption, is the sort of solemn foolishness that we advertising men are grinding out, not because we like it, or believe that it is good advertising, but because business men demand it. It is solemn foolishness simply because it does not ring true in the reader's experience. It bores the reader to extinction because it breaks in upon his train of thought with silly, pompous talk on a subject of slight interest to him, and it insults his intelligence by assuming that he has advanced about as far as the kindergarten. Mind you, I willingly admit that it pays for itself, provided you spend enough time and money "merchandising" it among the trade, and loading up the dealer on the strength of the demand you expect to create. But it ought to do so much more than pay for itself. I am willing to guarantee to some of my own clients that I can get better results with one-half the

space they are now using, if they will allow me to write copy which the consumer will read. I will more than double the results with the space they are now using, and at the same time dispense with at least half of the expense of "merchandising" the advertising to the trade.

I am willing to do that. Yes, and I can do it, too. But the first piece of copy they see will send them up in the air for a protracted sojourn. It won't be solemn. It won't be dull. It won't approach the subject with the emphasis of a pile driver descending on an egg shell. won't slobber all over the blessed product or the maker thereof, or the maker's grandfather. It won't imply that the reader is a silly ass who would starve to death between two bundles of hay. It won't be "snappy," or "punchful," or "smashing." It won't hit the reader between the eyes and knock him for a row of ash cans. It won't beat the poor dumb brute of a moron into a pulp with an overwhelming array of irresistible and incontestable facts (in which he is not interested). And hence it will not do. Not at all!

Campaigns That More Than Paid

If you are among those who believe that noise and bluster and superheated emphasis are the very essence of successful advertising copý, I would ask you to recall some of the most successful campaigns that have been run in the magazines in recent years. Your attention is humbly requested to the copy for Big Ben Clocks, Ivory Soap, Campbell's Soups, Mennen's Shaving Cream (the "Jim Henry" series) and Edgeworth Tobacco. There are others that might be named, but those will do. Those campaigns are quite different one from the other, and as distinctive as one may desire, yet they all present the qualities which I believe are essential if advertising is actually to "get over" into the minds of its readers. Those qualities are first, a distinctive literary style; second, the quality of restraint which serves the same purpose as good manners; and third, a lightness of touch which is the essence of tactful writing. They do not shoulder their way into the reader's attention with a "Hey, there, you, listen to They do not irritate whatever aesthetic sense he may have with choppy phrases, awkward construction, and lefthanded rhetoric. They do not brag, or blow, or bluster. But they do get into the reader's consciousness with the idea that the product advertised is on the whole a rather desirable thing to possess. In a word, they recognize the fact that the reader is a human being, with human likes and dislikes, and probably at least a grain of common horse sense. You may argue, if you like, that they are not "strong" and "impressive" enough. But you will hardly get the advertisers to agree with you.

It seems to me that the quality which advertisers ought to cultivate particularly is the lightness of touch which leavens a soggy mass of facts just as yeast leavens a pan of dough. A flash of humor, a glimmer of imagination, the play of fancy, will do more than all your labored emphasis to make the message

palatable. And if it isn't palatable, it will not be accepted. The reader has you at his mercy, remember, and can defeat your purpose utterly by flipping over the page.

The other day I came across an advertisement in an English newspaper (the Manchester Guardian) which illustrates the point I am trying to make better than any argument. It is headed "Seen and Not Heard!" and the text is as follows:

"You know the kind of chair which speaks when it isn't spoken to. When you sit down it says 'ping,' and a moment afterwards, when you turn around, it says 'pong.'

"That chair isn't well and it is telling you about it. Some day there will have to be an operation, but even after that the trouble will come on again. It's incurable. It's the way the chair was made!

"The Buoyant Chair never joins in the conversation. It has no complaint to make. Very silent! Very strong! The secret's in its unique exclusive springs. Springs sprung on springs.

"BUOYANT "Easy Chairs and Settees "The Buoyant Upholstery Co., Ltd. "Sandiacre, Notts"

Comment on the foregoing seems to me superfluous. You will either get it or you won't!

Advertisers might well remind themselves, it seems to me, that the purpose of advertising is mainly that of persuasion, and they might profitably remember the ancient fable of the sun and the wind and the traveler's cloak. The wisdom embodied in that little narrative is at least two thousand years old, but it is none the less significant on that account.

Round-table discussions at sales managers' meetings often degenerate into a monologue by some self-centered youngster, or fail for the want of something of general interest to discuss. To overcome the possibility of this condition arising in their meetings, the Sales Executives' Association of Chicago have appointed secretaries for each table who will compile all the data brought to each meeting.

Four secretaries have been appointed to head these research groups, and at each meeting the various tables will be marked so that the members may sit at the table where the discussion will be most interesting. The four topics selected for discussion and research this year are, "Finding Salesmen," "Selecting Salesmen," "Training Salesmen," "Keeping Salesmen," Visiting sales managers are cordially invited to attend the meetings, which are held at noon on the second and third Fridays of each month, at the Morrison Hotel.

At a recent annual sample fair in Barcelona exhibits from the United States covered a wide range of manufacture. The only automobile exhibited at this fair was an American machine, which attracted many visitors by its workmanship, design and above all, its low price.

A Million Dollar Business Built From Orders Competitors Overlooked

How Ilg Electric Company Made a Retail Seller Out of An Engineering Product Formerly Shrouded with Technicalities

By Eugene Whitmore

BACK in 1904, a young man by the name of R. A. Ilg was going around Chicago, "trouble shooting" for one of the large public service corporations. Much of his work had to do with the repair and servicing of electrically driven ventilating fans used in restaurant and hotel kitchens. These fans were driven by a small motor, which was out of working order more often than not, because of the dirt, dust, grease, and fumes sucked through it by the fan which it drove.

Because of the vast amount of trouble the restaurant owners were experiencing with ventilating fans, the market was extremely limited. Indeed, the industry was becoming "soured" on the use of ventilating equipment.

Ilg set to work on the problem. Before long he developed a self-cooled, enclosed motor, which effectively eliminated the trouble, because each motor was housed in a metal casing, fully protected from dirt and dust, and perfectly cooled by its own suction.

Where a Million-Dollar Business Began

In a small shop—in reality, nothing more than a blacksmith shop—Ilg started to manufacture and sell ventilating fans. Because of his previous experience with the restaurant owners, while he was a "trouble man," he started to develop this market. The first year his sales amounted to approximately 400 installations. His capital was limited, hence expansion to meet the potential demands was almost impossible. He took in a partner, S. A. Weis, who became president of the company, when it was capitalized in 1906 at \$50,000.

"I put in \$5,000," said Mr. Weis, "and Mr. Ilg put in the business as \$5,000, and we capitalized the patent for the balance of our stock. It has since proven of far greater worth than the original valuation of \$40,000 which we placed upon it, but then we would not have valued it even at \$40,000 had we been able to put in more money. The valuation was determined upon simply because we incorporated for \$50,000, and we only had \$10,000 in other assets."

As time went on, the business grew and prospered. From year to year the field was expanded and Ilg ventilating fans were sold to industrial users in a wide variety of sizes, for various uses.

For several years the sales efforts of the company were devoted entirely to the individual users of ventilating equipment. Since the beginning of the ventilating industry there had been considerable mystery surrounding the business of ventilating. When a manufacturer wanted his buildings, or factories, ventilated he would call in an engineer who would talk in all manners of scientific and professional terms.

"These engineers were, of course, familiar with the problems, also the equipment needed to ventilate a plant or



R. A. ILG Vice-President and Founder Ilg Electric Company, Chicago

room; but when they finished their report, and talked in terms of r.p.m., and c.f.m., and other technical and engineering phrases, the prospect for ventilating equipment was so confused that he hesitated to install the equipment," says George C. Breidert, sales promotion manager of the company. "Back in 1915, we saw that our problem largely consisted of taking the mystery out of ventilating. The average prospect knew or cared little how many revolutions per minute the motor should run, or how many cubic feet of air per minute should be sucked out of the enclosure to be ventilated. All he wanted to know was that the job of ventilation would be properly done. So we set about to make it as easy as possible for the average prospect to buy ventilating equipment."

The ventilating business was always looked upon as a highly technical specialty business, one requiring trained men,

and a certain degree of engineering knowledge. But the Ilg Company were not satisfied to have their product hedged about with mystery. They had vision of a large field, and a definite demand on the part of the public for ventilating fans. They figured that it was all well and good to go to work and install a \$10,000 equipment in the basement of some big bank building—it was good business. But nobody knew aything of it. Down in the basement of the building it was soon forgotten. They wanted their product to be seen, and talked about.

"With this end in view, we began to deliberately cultivate the small buyers—owners of garages, stores, offices, small industrial plants," continued Mr. Breidert. "Instead of devoting all our energies to the larger installations, we decided to sell more smaller equipments, in order to widen our market.

An Advertising Campaign That Grew

"To accomplish this with the greatest speed and facility, we began trying to take the mystery out of our business. Instead of making an elaborate 'survey,' and submitting a formidable looking report, we simply sent out our salesmen who would say, "The air should be changed every five minutes in here to give you proper ventilation—our thirty-inch fan will accomplish that—it will cost you so much."

Working on this plan the business began to grow faster than ever before. In 1915 the capitalization was increased to \$300,000 and a modest advertising campaign started. The first year's advertising expenditure amounted to \$9,000, practically all of which went into direct mail promotion, directed at the architects, restaurant owners, and industrial plants.

Each year the advertising was increased, and the sales jumped with each increase in advertising effort. The business was progressing in a highly satisfactory manner. But not until 1919 did they finally hit upon what will eventually become the largest market for ventilating equipment. Although the fans had been sold at first to ventilate restaurant kitchens, no one had thought of selling the fans for ventilating the kitchens of private homes. When the idea was first advocated it met with a rather cold reception. It didn't seem feasible. Moreover, it had never been done!

Many questions came up. The first was how to find the right selling plan to reach the homes. Looking upon their product as strictly a specialty, it was perhaps only natural that they had overlooked the simpler methods of marketing ventilating fans as a straight merchandising proposition, just as saws, or shoes, or stoves.

After some skepticism, it was decided to attempt to develop a retail selling plan that would enable the electrical and hardware dealers to carry fans in stock, and sell them along with their other products, such as washing machines, electric heaters, or curling irons. The first snag that confronted them was the fear of the dealers of anything that they thought required considerable servicing. progress was made from the very start, but it was difficult to get the dealers to push the fans. They waited until a man had an acute problem of ventilating and then let the man come in and ask for a When he did, they sat down and ordered the fan they thought he needed.

A Bigger Market

In the spring of 1919, they developed a plan that has resulted in making apathetic dealers active—that has brought their fans to the constant attention of more than 1,500 jobbers' salesmen, and created thousands of enthusiastic dealers who are no longer afraid to talk and sell ventilation. It was always a problem to sell the dealers a sample fan, and once he had the fan he had no effective way to demonstrate it. So to overcome this difficulty they designed a special display screen, with a fan mounted in the center panel.

Looking at it, it appears to be just an ordinary lithographed display screen, with three panels. Closer inspection reveals the fact that there is in the center panel a ventilating fan, mounted there, ready for instant use.

When the screen was first finished, Mr. Breidert took a trip through Kansas, Missouri, Kentucky and Indiana to determine whether or not it would be possible to sell these fans, mounted in the screen, to the retail dealers. On his first trip he was able to sell nearly every prospect he approached.

With the fan running, right in the dealer's store, it was bound to create interest. One in a New York dealer's store sold twelve fans to one owner. The owners soon began to get interested, and the new market began to prove responsive. The dealers at last were convinced that selling ventilating equipment was just like selling stoves, washboards or electric lamps. The entire sales effort of the company was directed at the idea of simplifying the business, of taking the story of ventilation direct to the man who had a ventilating problem, whether it was the owner of a home, a paint shop, an engraving plant, a gigantic office building, or an enormous industrial plant.

The displays in the stores were pushed vigorously because it has been found that many large industrial orders often come from the man whose wife installs a ventilating fan in her kitchen. Thus we see that the merchandising idea behind the campaign to sell homes has a double cutting edge. It multiplied the market in-

definitely, and at the same time it serves for a sort of sampling or demonstrating campaign that sells the larger users.

"At first we thought that the best way to sell homes would be to approach the men who were familiar with the equipment from having used it in their business. But now we see that it is just the other way round. The man who uses our equipment in the home is the man who is most receptive to our proposition when we try to sell him industrial equipment," says Mr. Breidert.

I sat at Mr. Breidert's desk and pointed out the nearest window to a large factory. "How do you go about selling that factory your industrial equipment?" I asked, endeavoring to get the discussion down to a very specific case.

"Well, now let us suppose that is a furniture factory. We are using publications that reach owners of the better class homes. He probably reads about our equipment in one of the large weeklies of general circulation; then he is further reached by the papers that deal in home building and upkeep problems. We are reaching his architect with direct mail. His contractor, also, is approached from his own angle in a direct mail campaign with a special appeal to that class. Then he is perhaps on our list of industries who are receiving special direct mail promotion material.

How the Sale Is Made

"If none of these mediums reach him he will perhaps be approached by some of our own salesmen, or the salesmen for some of our dealers or jobbers. Now, we do not walk in and ask to sell him equipment to ventilate his entire plant. We find his most acute ventilating problem -the one that he is worrying about. Probably that is his paint spraying department. We sell him an equipment just for that one department. Then later on he is satisfied and is a good prospect for additional equipment for his next most acute ventilating problem. progresses until his entire plant is properly ventilated.

"Often it works out differently. He may see one of our displays in a window, or he may be first interested by his wife who wants and gets a ventilating fan for her kitchen. Our original modest investment of \$9,000 in advertising has grown until in 1923 it will reach nearly one hundred thousand dollars. Our first year's sales of less than \$30,000 have grown into a yearly volume that runs into the millions, and our first meagre capital of something like \$2,000, originally invested by Mr. Ilg, has grown into a million, all owned by the officers and employees of the company. one-fourth of the employees in the company own stock in the business.

"Sixty-two salesmen and thirty-five branch sales offices, the larger cities being covered by direct factory branches. These salesmen are primarily concerned with the problem of selling the merchandising idea to the dealers and jobbers, but they work in all fields, one day helping a jobber close a small fan order with a garage, the next working on the ventilating problems of some big industrial plant."

The Ilg Company is one of the few companies that went through the recent depression without reducing their force, or curtailing manufacturing efforts. Instead of cutting their sales force they increased it. Instead of following a policy of severe retrenchment in advertising they consistently increased the advertising. However, they did not blindly disregard the slump in general business. In 1919 they foresaw the slump that was bound to come in the industrial market. So they set about to develop a field that had hitherto been overlooked. In preparing for the slump they investigated the small town field. They wanted to get away from industrial towns like Akron and Toledo, or Gary, whose entire population depends largely upon the wages they receive from a few closely related enterprises.

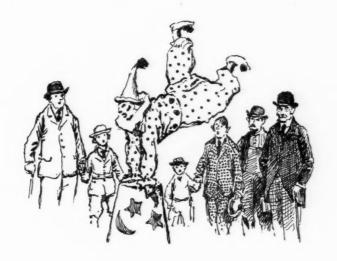
The Small Towns Were Fertile Fields

So they devoted their efforts in 1920 and 1921 to the small towns that are, in a sense, self-contained. These small towns are, as a rule, the last to feel acute depressions in business. The farmers, the professional men, the garages and small shops all find a certain amount of business, even when trade is stagnant in the larger centers. By cultivating and working this field aggressively the Ilg Company came through the entire business depression on the right side of the ledger.

While working this field, another big potential market was discovered, and is now being aggressively developed. It is another case of, "Why didn't somebody think of it before." "In going over the small town field we found that a surprising number of farms were electrically equipped. We wondered what use a farmer might have for ventilating equipment," said an official of the company. "We started to find out, and soon learned that of all places that need ventilating equipment, the average dairy barn was perhaps worst in need of it."

In response to this potential demand the company is conducting a farm campaign, going after the dairy farmers with direct mail, direct sales efforts, and farm papers. As yet the field, like the home field, is untouched. The "saturation point" is still years ahead. Indeed, they have not even yet more than scratched the original market, yet in the course of their sales efforts they have uncovered two other markets, infinitely bigger than their original sales field, as first laid out.

It is not for us to say how many manufacturers have big potential markets lying at their back doors, just as did Ilg, but it has been the purpose of this article to show what at least one concern accomplished after they got the bigger vision of their business, after they took the mystery from their product, and placed it on a straight merchandising basis. Perhaps some of our readers can dig into their own sales problems and find new, and bigger outlets, just as Ilg has done, and as hundreds of others have done before them, in widely diversified fields.



—THE CLOWN'S COMPETITION

A GLOWN turning somersaults in the middle of the street quickly gathers a crowd.

Busy people, aimless people, nobodies—all are caught up by the spirit of six-year-old play and stand gazing with delight at the antics of the clown. Then their hands go into pockets, and throwing him his penny, they steal away hoping no one noticed them.

Across the sidewalk is a brightly lighted shop window filled with shoes or china, breakfast food or tooth paste. There is no crowding or laughing or fumbling here. A man does not suddenly remember himself and walk hurriedly away. Honest merchandise appealing to fundamental human desires makes people dig deep into their pockets.

Enormous businesses exist and thrive without attracting the crowd's curious gaze. And where the clown

has pennies to show, business ledgers have huge sums.

Sometimes advertising turns somersaults to attract the attention of a busy world. It succeeds and receives its penny reward. Then the world hurries on—and gives little heed to the real purpose for its being stopped.

The advertiser cannot afford to amuse his market. Even though his product may cater to whims and foibles, surely it holds in some way an interest which can be capitalized as a point of contact.

It has been the experience of the J. Walter Thompson Company that the attracting of attention is not after all a very difficult thing to accomplish. But the sort of attention that will lead straight into a sale of the product, although not so easily caught, is the only interest worth

while. It alone can be turned into steady demand which makes for substantial business.

J. WALTER THOMPSON COMPANY

Advertising

NEW YORK

CHICAGO

BOSTON

CINCINNATI

CLEVELAND

LONDON

Why Wilkinson Got the Order

By Homer J. Buckley

President, Buckley, Dement & Company, Chicago

Some speakers at business luncheons attempt to waft their audiences to the skies with gusts of inspirational oratory of the type that will make the welkin ring this month when graduation exercises are in full swing. After you've read the article on this page you will agree that Homer Buckley does not becloud the issue with fine spun oratory, but gets down to the facts—facts we need in running a sales department. The article is part of his recent address before the Chicago Association of Sales Executives.

HEN we were planning our building, the architects submitted a preliminary estimate of the cost, and we arranged our financing with that figure in mind.

Then, when he brought in the contractor's estimates and bids, we found that the cost would run ten per cent higher. We did the natural thing. We decided to cut corners here and there. So the architect was called in and asked to go over the plans with us, in an endeavor to pare down the cost. The first thing we hit upon was a big water tank on top of the building.

"What's that big tank for?" we asked

"Why, that's part of your sprinkling system."

"Can't we do without that?"
"Why yes, I guess you could."

"How much does it cost?"
"Eighteen thousand dollars."

Well, now, we didn't doubt for a moment that it was a nice thing to have, but the matter of eighteen thousand dollars was the item that worried us. So we decided to do without it. The architect, being an architect and not a salesman, permitted us to eliminate it from the plans. When he broke the news to the various sprinkling equipment salesmen they, of course, started to call on us.

And So He LOST the Order

The first fellow came in one Monday morning at nine o'clock. He told us he had been advised by the architect that we had decided to do without the sprinkling system. He started off wrong—with a negative. Then he followed this misstep up with the statement that he was sure we were making a mistake. He pointed out to the neighboring plants, Regensteiner Colortype Company, and the Paris Garter factory. Both these plants had sprinkling systems which, in his opinion, should justify us in putting one in. Then he started in to show his photostatic copies of testimonial letters.

We admitted that they were all very nice letters and then we asked him if he had any literature describing his equipment. He did. Digging down in his portfolio he left a booklet about sprinkling systems. And so he lost the order. He failed to sell the service a sprinkling system would render. He proceeded without knowing his prospect, and without taking the trouble to find out why we had eliminated the sprinklers from our specifications. He was just a peddler and order-taker.

Later, the second salesman called. We told him of the visit of the first salesman. This was his cue to spend half an hour knocking the equipment sold by the first salesman. We got rid of him by the old method of asking him for literature describing his equipment.

Wish we could drive home the tragic consequences of a salesman letting the buyer get rid of him by asking him for literature describing his equipment or product. Every sales manager ought to impress on his men the fact that when the prospect asks for literature describing the product the order is as good as lost.

A few days after the second salesman called, we were visited by the *third* sprinkling equipment salesman. He followed the tactics used by the other two men, and also lost the order.

A Welcome Visitor Arrives

Now, mind you, none of these men went away knowing the real reason why we decided to do without sprinkling equipment. None of them went into our reasons for not buying. They tried to sell from their angle of the proposition, leaving us out of their calculations entirely.

After these three men called we decided that we had run the gauntlet of sprinkling equipment salesmen, and marveled at the utter lack of sales ability displayed by these men. But we had a surprise coming. One afternoon, about two-thirty, we received a message that a Mr. Wilkinson of New Haven, Connecticut, was waiting to see us, who was politely ushered into our office.

"Mr. Buckley, I have some facts I would like to present to you which I think will save you some money on your new building."

Imagine how that struck me! Here we were in the midst of planning a new building. Here was a man who had some recommendations that would save us money. Why, I could have hugged the man right then and there.

"Sit down," I said.

"But, Mr. Buckley, I will probably require some little time to explain my recommendations, and if you can't give me this time now, I will be glad to come back later," he said.

"Go ahead, I'll give you all the time you want to show me how I can save money."

"Mr. Buckley, I have just been out to your new building site, and I believe I

can show you how you can get in the New England Mutuals."

I didn't know what a New England Mutual was, so I asked him, thinking that he must be selling fire insurance.

"Why, the New England Mutuals are a group of coinsurers," he explained, "who take only preferred risks, in outlying districts. With them you can buy insurance for seven cents a hundred—seven dollars a thousand. I have learned that you are now paying a much higher rate.

"Now, your architect tells me that you expect to rent two floors of the new building. I have figured that I can show you how to obtain nearly half as much again in rentals."

He had it all figured out in black and white. As I remember, the saving would run something like eight thousand dollars a year, counting the insurance reductions, and increased rentals. He had been out to look over our building, and had noted that we had streets on three sides, and a vacant lot on the other side. He had learned the rate we were paying from the insurance men, and what we expected to rent the two floors for, from the architect. He had all the facts.

And So He GOT the Order

When I asked him how we could accomplish the insurance saving and the additional rental rates, he simply said, "With a sprinkling system." I turned and dictated a note to our architect, telling him that Mr. Wilkinson had convinced me that the sprinkling system would save us money, and that if in his judgment Mr. Wilkinson's systems were as good as the others to give him the order. Wilkinson got the order.

Experiences like those remind me of the many tragedies sales managers are permitting in their sales forces. It is up to the sales and advertising managers to change these conditions, to help their men learn to know their customers, and prospects, just as Wilkinson knew our problems. Unless we do, we will have to admit the charges of Senator Anderson when he said that the high cost of living was due to the burdens of advertising and distribution costs. Here were four men selling the same type of prod-Three of them were off on the wrong track entirely. They were just running up the cost of selling as far as this particular deal was concerned. They knew their product, but not their customers. Seventy-five per cent of the sales effort on that \$18,000 deal was utterly wasted. It might as well never have been expended.

When Price is an Obstacle

In the December issue we published, on the problem page of SALES MANAGEMENT, the problem of a caster manufacturer whose prices were considerably higher than his competitors.' He sought the help of our readers to aid him in formulating a plan for getting distribution. W. C. House was awarded the prize for the best solution, and Wm. B. Remington's letter was considered second best. We withheld publication of the letters until sufficient time had elapsed to put the plans into effect. Through courtesy of our subscriber we are printing the letters of both Mr. House and Mr. Remington below.

The Winning Solution

By W. C. House
Sales Manager, Blamberg Bros.
Baltimore



ID vou ever sit in an arm chair without any casters, or with casters that are slow to respond? When you arise from your desk, you naturally want the chair to move away from you with little or no effort. Nine times out of ten a busy man rises from his chair in a hurry with his mind on something important and intent on

doing that one thing. He doesn't want it necessary to grab hold of the chair and push it away; or if he rises to greet someone, he doesn't want the chair to stick fast to the floor, jab him in the legs and make him bow his knees. He wants the chair to push back easily so he can direct his attention to the party before him.

If the casters dig into the carpet or hit one of the running boards in the floor, a frown comes over his face. Notice this some time—and see if it isn't so.

Sell the Investment Idea

When a man wants to get in the back part of the lower drawer in his desk, it usually necessitates moving the chair a little. He wants this chair to move automatically as he opens the drawer.

Now, we have a caster that glides easily and lessens resistance to temper. It adds to the comfort of the chair. It acts as one more medium for comfort which naturally results in satisfaction and contentment.

Big fellows, these days, appreciate that contented employees are more accurate, concentrate better, and do more work which shows up in the profit column at the end of the year.

This is the investment side of the caster, which is bound to appeal to a busy executive because the ultimate object is to produce more for him. It is an investment the same as the addressograph, adding machine, check protector, etc. This appeals to him more than the dura-

bility of the caster. Ninety-nine per cent have never given thought to such an investment, but if presented intelligently would make them sit up and take notice. They will fall for it because of the mere fact that they appreciate the aggravation they endure. It hits home more forcibly than if the same enlightenment were put before the clerk.

Of course, the salesman can touch upon the construction and durability of this caster over others of ordinary make, but forget the cost or selling price. Appeal to the imagination of the buyer. Too often the price of an article we manufacture absorbs too much of our thought and we forget that the advantages far offset the additional expenditure. Try to avoid any price talk. Drive home the benefits derived through increased efficiency by keeping employees satisfied and contented. Make the prospect realize that it is an investment. It took some plugging to convince business that it needed a typewriter and check protector, but now no business is without them.

If, after the price is asked, and a kick is registered, prove to entire satisfaction that it is stronger. Anyone will, if the sale progresses this far, permit the salesman to quickly change casters in his chair so this comfort, etc., can be demonstrated. Pick up his chair before putting in the sample caster and slam it good and hard on the floor. Try to break one, and if successful ease his mind by giving him a set of good casters. Slam the chair again after the new ones are in place.

Create Your Own Market

By now you are thinking the same as I—this is only the process of sale for the salesman. True, but the principle involved is to get away from the priceidea. Get it out of the salesmen's heads and keep it out.

But what about the market? In the first place, dealers, jobbers, and retailers are slow to take hold of something new, especially if it costs a few cents more than what they have been accustomed to asking for a similar article. Most of the time they refuse to push something new, and they are justified to a certain extent, because they can rarely make a greater percentage on their investment and certainly not enough to warrant special attention.

What's to be done? Create a market. Casualty companies, insurance offices, railroad headquarters, oil companies, steel manufacturers, etc., present wonderful prospects. All work on efficiency bases, or at least practice the theories outlined in the fore part hereof. Rail-

road executives are BUSY always and usually high-strung. Such an investment should ring in their ears. It won't be hard to convince them the necessity of supplying every man in the office with a set.

Then too, every employer in big corporations will be a booster for the caster. His wife, mother, etc., will hear of the wonderful casters just put on his chair. He will try his best to buy a set for the bed, refrigerator, or some other furniture that requires strength to move. He thinks how it will lessen her work. Man usually balks at something suggested to him along these lines, but if he thinks of the idea it is wonderful, and he usually carries it through.

After these larger users have been sold it will be easier to tackle the smaller buyers and dealers. Larger corporations will stand out prominently and act as an example for others, thereby diminishing sales resistance for the salesmen. They can refer to these large firms as users which will help the dealer, etc., to decide.

Besides, think of the enormous output if the idea were sold to the Standard Oil Company alone, with its many offices!

Building the Selling Organization

When presenting the caster to the dealer, jobber or retailer endeavor to carry out the same performance, or line of argument, as was used on the consumer-busy executive. This dealer will take similar interest in this caster and look at it from a personal point of view. After selling him on the investment idea for his own office, it will be easy sailing to get him to stock the caster.

Such a caster will soon come to the attention of furniture manufacturers through these large corporations (railroads, etc.), who will eventually use them almost entirely, regardless of whether they can get more for their furniture. The quality of the furniture will be improved. One more good argument for the sale of their furniture is created. When they have a prospect seated in a chair to prove the comfortableness of the back, arms, etc., the chair automatically moves about and the casters assist in the sale without the manufacturer saying a word. They do the trick silently.

As to organization for the sale of these casters, it doesn't seem that this is a mail order proposition, although inquiries could be brought to the home office through a carefully selected list of prospects. A letter could ask something like this:

"Are you interested in increasing the efficiency of your office? Are you willing to invest a very nominal sum to effect an increase? If so, just have your secretary stamp your name on the enclosed postal and send it to us. There will be absolutely no obligation on your part."

His curiosity and your wit of referring to his secretary will bring back the card. As the man you want to reach seldom opens his own mail, send your letter first-class and mark it "Personal." These cards can be turned over to the salesman to follow up.

If there is no sales organization, and the profits don't warrant salaried men, a series of letters touching this humanitarian side of the caster should pull.

Personally, I feel that salesmen can do much more than letters. A man should be able to sell enough casters in a day to make good money—provided he works. Good branch managers can induce specialty salesmen to work on straight commission, avoiding high selling expense on salaries to non-productive salesmen or drawing account seekers.

My idea would be to divide the country into four or five sections and appoint a salaried sales manager over each territory, reporting to the general sales manager. Let the sales manager select a district manager in every large city or town, or give him a state. Pay him a salary (just enough to cover office expenses, and possibly \$25.00 a week over) and let him make the rest on commissions. Leave it up to him to appoint his own salesmen who are to work on a straight commission basis. Men who have sold check protectors, vacuum cleaners, etc., are good material.

Paying Men Promptly Helps Sales

The large corporations in each territory should be handled by the district manager. The salesmen can handle the smaller companies and house-to-house canvass. Possibly, a fellow couldn't make a living by calling from house-to-house, but I should think he could. Certainly, if a man can earn a living by selling such small articles as ignitors for gas ranges, which sell for 25 cents each and not more than one to a home, he can do well on casters where he has a

chance of selling five or six sets, and possibly more.

One thing should be done, and that is, to pay such men their commissions every Saturday. Don't keep them waiting for their money. Either carry a stock of casters in each district or make shipments fast enough to keep the salesmen supplied with money. He could get signed contracts from rated firms, or get a deposit equal to his commissions from the home buyer.

Right here, the importance of paying these men promptly cannot be emphasized too strongly. Men on commission work in a peculiar frame of mind. Unless cash jingles in their pockets, they get discouraged easily. Money keeps them in good spirits. I happen to know of one large firm that sells equipment for system sales records, credits, etc., and yet they either have no system at all in their office, or too much system, because they rarely ever get their commission checks out on time. One of their salesmen is an ex-service man. He hasn't saved very much and generally needs his check the day it is due. He is a good worker, and although he has been with them but a short time, he always over-rides his quota. When his check is late he loses heart, and it takes him several days to get back into harness.

This may seem aside from promoting the sale of casters, but if the pay of the salesmen comes from the home office, it will play an important part.

The Advertising Appeal

Some magazine advertising should be done, using such periodicals as SALES MANAGEMENT, System, etc. Feature a busy executive using a chair with old-time casters. Show him frowning, and ill-tempered, by pinching his fingers between desk drawer and chair, caused by chair sticking in the floor and refusing to move easily and quickly. Then picture just the opposite. Bring out that men in such a frame of mind can't think properly, etc. In other words, drive at the human side efficiency and contentment produced through such a small investment in a set of scientifically made casters.

W. W. Sanderson Wins April Prize

In the April issue we published the problem of an electrical appliance manufacturer who wanted the readers of SALES MANAGEMENT to help him in working out a bonus plan for his salesmen. This problem proved to be one of the most popular yet printed and many helpful letters were received. Last month we printed the solution sent in by C. J. LaFleur, sales manager of the Kasco Mills, Inc. The prize has been awarded to Mr. Sanderson.

\$50.00 Prize Letter
W. W. SANDERSON
Sales Manager
The Carborundum Co.

Niagara Falls, N. Y.

Second Best Letter
C. J. LAFLEUR
Sales Manager
The Kasco Mills, Inc.
Waverly, N. Y.

Third Best Letter
WM. SAMPLE
Vice-President
Ralston Purina Co., Inc.
St. Louis, Mo.

The Second Best Solution

By Wm. B. Remington
Sales Manager, Whiting & Cook, Inc.
Holyoke, Mass.



7 HILE this manufacturer's problem is the marketing of a caster, it is obvious that because of the superior quality of his product the real motive prompting its purchase by consumers is primarily the unusual nature of the service it gives. Sold as a caster only, it is handicapped by serious price competition; in serv-

ice it has no competitor.

Therefore, it must be sold on a basis of its superior service. There are three primary markets:

- 1. The small consumer (individual user of furniture).
- 2. The large consumer (large offices, hotels, clubs, etc.).
- 3. The furniture manufacturers.

In any event the widespread adoption of our caster depends upon convincing potential buyers of its merit, hence creating demand for our product. Even in the case of the furniture manufacturer, public demand for the caster will compel him to use it. Without such demand his contention that he can get no more for his product equipped with our caster than without is doubtless true.

Because we must, therefore, sell the consumer first, a judicious consumer advertising campaign is recommended. The extent and detail of such a campaign, media used, etc., very naturally will depend upon the funds available, and other factors readily determined, such as our present distribution, manufacturers now using our product, if any, character of our sales organization, etc.

Starting With a Small Appropriation

Let us assume, however, that \$25,000 could be appropriated the first year (if more or less plan could be altered accordingly).

Our product is high priced. Its readiest market, therefore, lies among wealthy people. With a limited appropriation we must then, at first, content ourselves with reaching effectively a section of the market that our appropriation will cover, and at the same time a section which will prove most powerful in its influence upon dealers and makers.

Therefore we will use selected mediums, such as *House & Garden*, *Town & Country*, and other similar periodicals in which furniture of high quality is advertised and which reach the most influential individuals in America. The cost per publication of advertising in such

(Continued on page 788)



When you tell the story of your goods and service to people who are able to buy, you are planting seeds that mean a profitable harvest for your men on the road.

Dairymen Are Year 'Round Buyers With Ready Money

They get milk and cream checks in a steady stream all the year 'round. They have all of the equipment needs of the general farmer plus the things needed to carry on a specialized farm business.

The man who has ready money is an exceptionally good prospect—he is always more inclined to buy than the man who is less favorably situated.

Through THE DAIRY FARMER you can tell your story to 125,000 homes representing the cream of the dairy market, at \$1.00 a line.

Give your salesmen The Dairy Farmer support—educate consumers, interest dealers and set the scenery for your men to do a larger and more profitable business.

Write us for specific information desired—let us show you the order-possibilities of the dairy market.

The Dairy Farmer

E. T. Meredith, Publisher

Des Moines, Iowa



Conditions pictured above are what Jordan hopes to eliminate

Jordan Takes a Hand in the Used Car Problem

A member of the Dartnell Editorial Staff who obtained the facts for this article from Mr. Jordan wrote the editor that this was the biggest piece of news that had broken in the automobile industry this year. To ascertain what effect it would have on the trade in general we showed proofs of the article to several men who are closely allied with the automobile industry. One said, "It is a daring plan. Jordan dealers are probably the best ones to try it." Another commented that Jordan deserves a vote of thanks from all dealers for definitely acknowledging that the factory had a responsibility in the used car problem. S. S. Stratton, president of the Commercial Acceptance Corporation said, "Of course I don't know whether or not this is the one plan that will finally solve the used car problem. But it is a worthy attempt, and it seems to me that it should work. At any rate Jordan has tackled a problem that has bankrupted more dealers than any other one thing."

"ROM now on we are going to set the price on second-hand Jordan automobiles," says Edward S. Jordan, president of the motor car company that bears his name. "We do not believe that the buyer, or some other automobile dealer, has any more right to tell our dealers what price he will pay for a used Jordan car than he has a right to tell us the price we are going to set on our new cars.

"More than that, we are going to spend as much money advertising used Jordan cars as we spend in advertising new cars. The second-hand problem has long been looked upon by many manufacturers as strictly a matter that the manufacturer should leave alone. We believe that it is a problem the manufacturer should concern himself with, and to standardize the methods used in buying and selling second-hand Jordan cars we have established a national policy. We will demand that our dealers live up to it—to the letter. This policy will be advertised as widely as our new cars."

As every sales manager knows, the second-hand problem has been practically standardized in many lines, such as office appliances, where certain definite allowances are fixed for all models according to the serial numbers they carry. But in the automobile business, with few exceptions, all has been chaos so far as prices for second-hand cars are concerned. Every man who has started out to trade in his old car knows that he will

be offered sums varying from \$300 to \$1,000 for his old car, depending upon the original cost of the car, and the make of new car he contemplates buying.

In the past it has been a matter of "horse trading," with the owner of the second-hand car often proving to be the best trader. It is estimated that automobile dealers lost \$3,000,000 in 1922 on second-hand cars taken in trade. Dealers have bid against each other for old cars until they have unwittingly bid themselves out of all chances of making a profit on many sales of new cars.

The Jordan dealers have been no exception to this rule. But from May 15th, they will operate according to a national plan which will definitely fix the price for which they can buy the various Jordan models.

The owner of a Jordan car drives his machine up to a Jordan dealer, and lets it be known that he is in the market for a new Jordan car. One of the first things he wants to know is what he will be allowed for his old car. The Jordan dealer proceeds on a fixed plan. He brings out a standard form, fills in his estimate of what it will cost to put the car in condition in order to enable him to obtain a plate from the factory signifying that the car has been overhauled and reconditioned according to the standard Jordan policy. Then he tells the owner that the car will be sold for a certain sum. The allowance will be set at this sum, less exactly what it costs to

recondition the car, according to the national specifications. From this the dealer deducts five per cent for the salesman's commission for selling the old car.

Before the dealer can obtain the plate, which is in effect the factory guarantee of the second-hand car's condition, he must sign an agreement which binds him to do what is necessary to put the car in a satisfactory condition. It is not left to the dealer's judgment what is required. The specifications are the same all over the country, and include, among other requirements, the following:

Body, hood, radiator shell, fenders and wheels must be repainted.

Top, side curtains, upholstery, floor mats, carpets, and tires must be in good condition.

Radiator and gas tank must be free from leaks.

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Motor must be free from knocks and front end noises. Valves must be ground and carbon removed. Connecting rods must be in alignment. Piston pins must be tight in the rods and pistons; bearings must not have excessive clearance, end play taken out of all shafts; push rods must be quiet. It must idle well and have good acceleration.

Battery must show at least a reading of 1,250 in all cells and must be filled with water. The generator must show a charge of 18 amperes at 25 miles per hour. The starter must operate smoothly with no indication of broken fly-wheel teeth. The distributor points must not be pitted and the head must be clean. The wiring must be in good condition and the insulation must not be broken down at any point. The lamps must be in good working order and the nickel must be bright.

National Rebuilding Standards

There are fifteen of these "must" specifications. Before the dealer may obtain from the factory a Jordan Mark of Service plate he must fill in eighty-four questions, and sign a statement that he will faithfully perform the work necessary as outlined in the specifications. Upon receipt of this form, together with the serial number, estimated cost of reconditioning and the allowance made, the factory forwards a serially numbered, dated plate which is called the "Mark of Jordan Service." The dealer attaches this plate, when he receives it, on the dash underneath the hood, directly above the starting motor.

A reproduction of this plate will be featured in all national and local advertising, together with the prices to be charged for all second-hand models, after they have been reconditioned.

No dealer will be permitted to sell Jordan cars without this plate. Selling second-hand Jordans "as is" will be prohibited. Of course, it is true that many conscientious dealers have established second-hand departments that are doing, "on their own hook," all that the Jordan plan requires. Yet, on the other hand, many dealers have attempted to dodge the second-hand problem, blindly pocket-

(Continued on page 792)

ADVERTISING PAGES REMOVED

"Where Is My Wandering Salesman Tonight?"

How Dairymen's League, Inc., Has Built a Set of Maps and Records that Answer This and Other Perplexing Questions

By a Member of the Dartnell Editorial Staff

THERE was a time when I thought that my mission in life was to be an accountant—it should be a relief to the ledgers of America that I changed my mind before I had a chance to do very much damage. But while I dreamed of having a C. P. A. after my name, it so happened that I was attending school out in Wisconsin and, like most college students, I needed money. So I went to the publisher of the Wisconsin State Journal and told him that he needed a real office system.

Either we were good salesmen or he took pity on us because we needed the money, for he took us on, and we had a year's half-time job at good salaries, and freedom to systematize to our heart's content. I left school at the end of that term, and it was a year or so later before I ran across one of the men from that paper and asked him how the system we had installed was operating.

"Why, we found after you fellows left that no one else could operate the system—so we had to hire another efficiency expert to take your system apart and install another one."

It's the same with business systems as with hard liquor—"you can take it or leave it." A system gone wrong may be worse than no system at all. There is such a thing as scientific hocus-pocus, and a system can become a many-tentacled, greedy monster that finally eats up the productive parts of the business. It all depends on whether the system is a decoration or a useful tool.

In the Dairymen's League it is a tool. With an organization of 70,000 partners, doing a business of \$95,000,000 a year with tens of thousands of outlets, considerable system and standard practice must be adopted in order to make sure that company policies are carried out by every individual. But system has not secured control of this business. The executives keep the whip hand. The system pays.

The general sales offices of

the company are in New York. Mr. Stanley Q. Grady, the director of sales and advertising, prepares the complete marketing program, and supervises its execution. The field forces are divided into districts in charge of district sales managers, with headquarters in large cities such as New York, Boston, Philadelphia, Pittsburgh and Chicago. In each district are one or more divisions.

Except in the very large metropolitan centers, the sales territories are divided along county-unit lines. Salesmen may change, but county boundaries do not. At any time, this year, or next, or ten years from now, they can tell by a glance at the "County Card" how the per-capita sales in Tioga County, Pennsylvania, compare with the neighboring county of Bradford, and with the average of all counties in the state, or in the United States. When sales figures are kept only by salesmen's territories, they

are never comparable, because it is very seldom that a sales force remains fixed for any length of time.

Some companies go to extremes in laying out detailed routes and time tables for their men. A man who worked for the American Tobacco Company tells me that they have, or had, several expert ex-train despatchers who laid out such explicit routes that the sales manager could pull out his watch at 3:15 P. M., and by glancing at a chart could say definitely, "Bill Jones is just now leaving the store of Scott Brothers in Phoenix, Arizona, and Frank Thompson has just secured the signed order from Cohen-Levy, in Great Falls, Montana." If a salesman was held up by a train wreck they made him jump a couple of towns, if necessary, in order to catch up to the pre-ordained schedule.

Perhaps this is desirable, but it has always seemed to me that this was carry-

ing system a little too far, and taking away entirely too much initiative from the individual salesman.

At any rate, the Dairymen's League strikes a happy medium between house dictation and letting the salesman do it in his own way. The salesman makes up his own route list, with assistance from the division manager if requested, and it is up to him to pick the right towns. But he is checked on this, and the maps in district offices, which are posted daily, tell the story of whether he is covering his territory thoroughly, systematically, and economically.

Every Saturday morning the salesman makes out his route list for two weeks in advance, and if any changes become necessary they must be reported immediately. This route sheet shows both a wire address and a mail address for each day—evening for wire, and morning for mail. An original goes to the general offices in New York, and a duplicate to district headquarters.

The salesman must report every call. On a small 3x5 blank he fills in the date, name



and address of dealer, kind of store, new or old account, the order number if he sold anything, number of cases of all kinds of milk sold weekly by the dealer, the stock on hand of Dairylea and other brands, the advertising placed, windows trimmed, and general remarks. This record he fills in at the time he makes the call. He files these himself, and when he calls on the dealer the next trip he has this information before him.

At the end of the day the salesman transfers the information from his "Report of Calls" blanks to a "Salesman's Daily Report." The totals tell the result of his day's work—the number of calls, number of dealers sold, number of dealers handling, number of cases sold, total advertising placed, and total windows This information is then in trimmed. shape for quick transferring to the district office blackboard where the daily sales and totals for week to date are posted for each man and each division. The salesman mails an original and duplicate copy of his "Daily Report" to his district office. One copy is retained there, and the other is sent on to New

Maps That Record Sales

Both the district office and the general sales office have a record of the salesman's work through copies of his orders and the daily report which is made out for each town worked. What is done with this information?

First it is visualized on large scale maps in the district office. Here the details are shown up—the territory possibilities are shown by tacks for every available dealer, and as calls and sales are made, these are also shown by tacks.

The illustration shows one of these maps for Manhattan, Brooklyn, and the Bronx. A sizable map—the man in the foreground is of medium height, and he can reach only half-way up the map. Strings divide the individual salesmen's territories, and tacks of various colors show the relative health and prosperity of each territory.

Before the selling work started, twelve thousand of these red tacks were put on the map to indicate every possible outlet.

As a salesman made a sale, a blue pin was substituted for the red.

On the next trip around the territory, a white pin went up for a dealer who was not sold on the first coverage, but was on the second.

A white pin with a black dot spots the dealers who ordered on both the first and second calls—other colors will be adopted to show the strong repeat customers who move their stocks so rapidly that they order on each succeeding call.

But maps cannot tell everything. In both the district offices and the general sales office, card records show:

Daily and cumulative work of salesmen.

Purchase record of each distributor (wholesaler or retailer).

Sales vs. possibilities in every county.

It is a comparatively easy task for clerks to post the vital information from

the totals columns of the "Salesman's Daily Report" to the "Salesman's Daily Card"—size 5x8 inches. This card shows up the various activities of the salesman—calls, sales, volume of sales, advertising placed, windows trimmed. Space is left for weekly totals, and for a recapitulation at the end of the month which brings out the percentage of sales to calls, the salary and expense, and the cost per unit sold.

The "Purchase Record" which is maintained for both retail and wholesale customers, is posted monthly, and a single card shows a two-year record of sales of the various items in the line, also the stock on hand at the time of each visit, of both "Dairylea" and other brands, the advertising display showing at the time of each visit, etc.

The "County Card" shows total number of dealers, population, number of dealers in each line, such as grocers, bakers, hotels, general stores, delicatessen dealers, and the like. Clerks post town totals from the "Salesman's Daily Report," showing date of visit, town, salesman, calls, dealers sold, new accounts, cases sold, advertising placed, windows trimmed, demonstrations made.

Giving Every Man a Chance

So much for the maps and cards by which it is possible to check and follow up the work of salesmen. Is it worth the effort and money spent in keeping the system up? Perhaps it is too early to give a definite answer to this question, because the Dairymen's League, as a merchandising institution, was started only six months ago, when Mr. Grady took charge of the sales and advertising. But there is every reason to believe that it will pay, because this check-up system has been developed by Mr. Grady over a period of several years, and is an adaptation of a system that he devised and operated so that it paid, for "Sun Maid."

"Muggsy" McGraw plays every position on the New York Giants team. Does a base-runner steal second? Not until McGraw gives the signal. Does Nehf throw a curve or a fast ball to Hornsby? It all depends on the signal that McGraw flashes from the bench. The individual means nothing—he is a marionette, an automaton.

Some sales forces are managed that way, and some are as successful in their fields as McGraw is in his. Mr. Grady, however, believes that the most valuable salesman or assistant is the one who performs his work with the minimum of supervision and direction. He therefore tells a man what his job is, and makes him responsible for results. But he demands figures which will show, first of all, what is reasonable to expect from every salesman and every territory; then records that show what the salesman and the territory are producing. By comparing the two he can put his finger on both the strong and the weak spots.

The individual is allowed a large measure of freedom, but he knows what is expected of him, and he further knows that at any moment Mr. Grady is likely to call for the figures, and that these figures are accurate, and up-to-the-minute.

In any large organization it is difficult

to always give credit where it is due, and when it is due. The Dairymen's League has a "Salesman's Personnel Card" for every salesman. In the upper left corner is a photograph of the salesman. Spaces on the front of the card show the salesman's name, address, age, height, weight, color of hair and eyes, single or married, children and other dependents, education, financial condition, references, and general remarks. The reverse side shows a record of the salesman's occupations for several years back, the starting salary with Dairylea, the territory, vacations, sick leaves, advances and reasons for advances, demerits and reasons for, and general remarks. Any meritorious performance is immediately posted on this card, and when an increase is asked for or contemplated, Mr. Grady has real facts upon which to base his judgment. These personnel cards are filed back of the salesman's daily reports.

The Growth of Cooperative Enterprises

Every record, every sales or advertising plan, is arranged for quick visualization-told in pictures rather than type, if possible. The advertising in magazines and newspapers, and in outdoor locations, is shown on maps similar to the sales map which is reproduced in this article. In New York, for example, they are running a big outdoor campaign. A six-foot map shows the salesman, by colored tacks, the location of every electrical sign, illuminated bulletin, and painted wall. This helps the salesmen to be specific, rather than general, in their sales talks. Every dealer is interested in knowing what a company is doing for him, and the closer the salesman can bring the advertising to the dealer's store and customers, the more likely that dealer is to order generously and push enthusiastically. The map of advertising enables the salesman to tell the dealer the location of all the outdoor boards and walls in his neighborhood.

It is not the purpose of this article to make any predictions about the future of cooperative marketing enterprises in this country. The movement is growing very rapidly. There are successes and failures, but it is interesting to note that the percentage of failures of cooperatives during the last ten years is lower than among private commercial businesses. For several years these eastern dairy farmers have demonstrated their ability to hold their own as a bargaining institution, and now signs point to a real success as merchandisers of a branded, advertised article.

A Chicago sales manager sat at a picture show the other night and looked at pictures of the South African diamond mines where millions of dollars' worth of diamonds are mined every day. "I wonder when the 'saturation point' will be reached in the diamond business," he asked the lady who went to the theater with him. "When all the women in the world are dead," she wisely answered.

"Well, that's just what I am going to tell my salesmen. The 'saturation point' will be reached in our line (washing machines) when all the women are dead."

Suppose Your job depended on getting the right answer

1

How would you quickly introduce to dealers a radically new product, sold on a seasonal basis, by seven salesmen in a territory covering 21 states?

2

How would you "get over" your name and product to architects if your leading competitor commanded the market through national advertising at a cost far beyond your ability to match?

3

How would you double the number of your retail dealers and sell your present dealers on a new and revolutionary sales policy—in one short selling season, and with the greatest possible secrecy?

4

How would you increase the sellingpower of your catalog if your goods were in the "barrel-lot" class, and sold through jobbers? How would you make an impression on the wholesale trade that was complimentary but also brought substantially increased business? Suppose that—tomorrow morning the president of your company called you in and put it right up to you to get the correct answer to any or all of these problems—and your job depended upon the right answer.

Could you tell him the effort, the organization and the expenditure that would be necessary to accomplish the job?

Could you tell him what media to use, and the kind and the quantity of advertising that is needed?

If the answer did not at once appear to you, would you know where to turn for good, sound merchandising advice—advice that is a result of 28 years' experience in solving problems such as yours?

The problems set here are just a few that have been successfully answered during the last few months by Corday and Gross. This organization is ready and willing to answer yours.

> "PROMOTING SALES" deals with merchandising problems of major importance. It's interesting, and will be sent to sales and advertising executives on request.



The Corday & Gross Company

EFFECTIVE DIRECT ADVERTISING

Cleveland

A Plan that Sold a Car an Hour

Contests, morning meetings, parades, base ball games and open territories put Studebaker cars in front rank in Cleveland, and second only to Ford in number of cars sold

An interview by a member of the Dartnell Editorial Staff with

Edward J. Murnane

Sales Manager, Studebaker Corporation of America (Cleveland Branch)

T is still a quarter to eight in the morning. The piano and one or two brave souls start off on a humorous parody of "Georgette," a popular song of the day. One by one voices join in until, when the chorus is reached, everybody is lustily singing. Soon the music stops, and Edward J. Murnane, sales manager of the Studebaker agency in Cleveland, gets up to explain that in April they are going to sell a car every hour during the month. The men heartily agree. Mr. Murnane's short talk is followed by a brief discussion of sales methods, and each man is given his "working papers" for the month.

Thus starts a typical month's drive on Studebaker sales in Cleveland. Who ever heard of a group of salesmen getting down before eight o'clock in the morning to sing songs? Perhaps it is a bit unusual, but then this group of Studebaker salesmen in Cleveland are used to doing unusual things. Studebaker sales in Cleveland in 1922 ranked second, Ford being the only car that outsold them.

A Car an Hour in April

"Selling is just a matter of the proper knowledge, plus the right sort of enthusiasm," said Mr. Murnane when discussing the methods that sold a car an hour during April. This same group of salesmen, who roll out of bed early enough to get down before eight o'clock to be on hand for the sales meeting, actually sold 615 Studebakers in Cleveland during April. A big bell was hung in front of the salesroom on Euclid Avenue and every time a sale was completed the salesmen went out and rang the bell to let the world know that another car had been sold.

At the beginning of the month, every salesman gets a collection of instructions and selling data, bound in neat form, after the manner a lawyer uses in fixing up a legal document. This is the month's working papers. The first sheet is a model order, all made out, with every necessary blank filled in, showing just how the order must be written up. Then there are the prices of the various models, instructions for making out the appraisal information for old cars that are to be taken in trade, plus what special instructions are needed for the month. I saw one work sheet which contained detailed instructions for explaining the merits of Studebaker cars to women. In very simple terms, several technical points were explained so that the salesman could interest the women

in something besides the upholstery and trimmings of the car.

"Very often one of the salesmen will call me in to help him close a deal," said Mr. Murnane, "and the first thing I ask for, when quoting prices, is the monthly work sheet in which all prices are listed. If he doesn't have one with him, you can



EDWARD J. MURNANE

bet he will not soon be caught again without it, for I try to impress upon his mind, in no uncertain terms, the necessity of having it with him at all times. We don't guess in this business. The men are given every possible assistance. I will go out with them any time of the night or day to help close a deal. We are spending thousands of dollars on direct mail advertising to get leads, so we must demand that the men work according to the plans that we have found are best."

Just then a salesman interrupted us to see if a customer couldn't be given an extra accessory without charge. The salesman had lost his nerve and wanted to "throw it in." The customer claimed he would not buy the car if he had to pay cash for the little accessory.

Mr. Murnane walked over to the customer, greeted him cordially, and showed him the printed prices of the car, as listed in the salesman's work sheet. "We

can't possibly deviate one penny from these prices," he said. "You are paying exactly the same prices every other customer pays, and if you can't see fit to either go without this accessory or pay for it the same as every other customer does, we will have to refund your deposit. We will do it gladly, for we have only given you a little of our time, and we are glad to do that."

He was courteous, but none the less firm. After he had explained the policy he walked away, and left the customer and salesman to fight it out. A moment later the customer was at the cashier's window paying for the car. He had been educated in the past to haggle over prices when buying cars. When he learned that there were no concessions to be had he was perfectly willing to pay the established price.

"That's why I am so insistent on having everything in writing. Here are the written instructions for delivering a car to a buyer. During the busiest months we found that customers were standing in line for an hour or so, going through the routine of receiving their cars. Now we have that standardized, and the salesmen know just what routine to follow to get the customer through the cashier's office, explain the working of the car, meet the service manager, and drive away with the car."

A Service Plan That Paid

Not long ago the Studebaker people in Cleveland built a big new service station. In it were fifty stalls for cars which were brought in for repairs and adjustments. But it soon proved inadequate. The customers would bring in their cars, and leave them there for hours at a time. They were using it for parking space. Perhaps a car would be brought in for adjustments that required an hour's time. Then the car would take up one stall for the entire day. Mr. Murnane dug into this problem. He soon developed a system of scheduling, which has increased the per-day capacity for handling cars from fifty to one hundred and sixteen. Now, when a car is brought in, say at nine o'clock in the morning, the service manager estimates the time required to put it in condition. If it requires an hour the driver is told that his car will be ready, say at eleven o'clock. If he isn't there to get it at eleven, the car is shunted out into the vacant lot, and room for another car is made.

In a little black book that never leaves Mr. Murnane's desk is a collection of

(Continued on page 784)

Acres of Diamonds Within the Organization

When you begin looking on the outside for executives be sure that it isn't the delusion of "greener grass in the pasture on the other side of the fence"

By David H. Colcord

CASE in point: a New England machinery manufacturer in 1911 brought out a new device, that has in the last ten years changed one phase of shop practice in almost every manu-

facturing plant of any size in the country. In 1912 this concern did a business of \$200,000. Last year it amounted to something like \$3,000,000.

The sales curve began to show possibilities early in 1917, and it was the opinion of the officials of the company then that the time had come to put some "steam" into the selling end of the business.

They began to look around for a sales manager. They found their man in St. Louis. They gave him carte blanche; and the fun began.

He was given an overriding commission on all business over a certain quota, so that he had one objective and that was to clean up and clean up quickly.

We'll pass up the "brilliant" showing that he made in 1918 and 1919 and take a look at the condition of his selling organization in 1920. He had loaded every distributor the company had, loaded them to the guards, right on the eve of the depression that followed-he, knowing that the company's interests over-thelong-haul were being jeopardized. In a middle western city he cut the ground out from under his

established distributors by placing the line with every Tom-Dick-and-Harry in the territory. He cleaned up all right! And then cleared out-leaving the New England manufacturer in disrepute with nearly every desirable distributor in the

It has taken this company three years to get back on their feet, and the "comeback," which has been rather spectacular at that, has been staged by a man who has been with the company since its inception, who was right at his desk prepared for the job long before anyone had recognized his ability-in fact, he was there when the officials went to St. Louis looking for their "Acres of Diamonds."

He would have saved them \$1,000,000.

Where Ford Gets His Big Executives

"As the Ford business grew, we tried to buy experience and ability-and failed. We had a unique business and when we brought in men from the outside-men with reputations—they invariably started to recast our affairs into their own models. I do notundervalue training and experience, but a man with a reputation usually becomes so fixed in the ways that have made his reputation that he is fearful of failure if he once steps outside of them. The Ford company was never helped by men who made their reputations elsewhere; the men who made the concern started there and I learned bitterly never under any circumstances to hire a star."

James Couzens.

Last summer B. L. Winchell was called by the directorate of the Remington Typewriter Company to assume the responsibilities of president of that organization. Everyone within the business looked for a house cleaning-they expected Mr. Winchell to do what a great many outsiders do, and that was to bring with him his own personnel. He did the unexpected. He came without even bringing his own secretary. He began working entirely with the staff already on duty. For one year he has continued this policy without bringing an outsider into his organization. He began to sell himself to the personnel that he found with the company and rapidly won their loyalty and affection by his strict sense

of justice, his development of team work, and his insistence that everyone connected with the company should be impressed with the knowledge that Remington men were there to render service.

In a recent interview Mr. Winchell said, "No group of workers can have any feeling of security unless they know that honest work, faithfully performed, will bring them promotion. If I had started putting in new men when I first came into the organization, every man all the way down to the bottom would have begun to feel that his job was in danger. It would have created a feeling of unrest which would have taken months to overcome. To my mind a new executive gets farther if he tries to win the loyalty of the men that are already there rather than to bring in new men on whose loyalty he thinks he can depend. It is bound to be the case that old employees take a deeper interest and pride in the organization than the newcomer. They have helped to build it to the place where it now stands. If they are properly ap-proached they are going to realize that we cannot any of us achieve success

without working together, and that the man who does not cooperate is not only killing his own chances but injuring the

Mr. Winchell will undoubtedly uncover latent possibilities in a score of "also rans," wake them up, shove some responsibility on their shoulders, put a new virus into their blood, and make several executives out of heretofore automatons. Surely this is a more creditable piece of work for the upbuilding of men and business than pirating another organization.

now

Start something-now!

It may be that you have thought about doing some advertising but have put it off because you imagined it would cost too much to make a start.

Meanwhile, the other fellow is getting the business.

Isn't it better to start in a small way along carefully-planned lines than to wait until you get the resources you think you ought to have? Let's show you what can be done

Let's show you what can be don with a small appropriation.

We welcome small accounts—and give them whole-hearted, enthusiastic service.

One reason why we've been successful with small accounts is that we apply the principles of salesmanship in writing advertisements. And we take right hold and work with your salesmen, to the end of obtaining their co-operation. It isn't easy, you'll admit, to take a band of listless, don't-give-ahang salary grabbers and turn them into a bunch of hard-hitting fighters for business. We know that if we get your salesmen working with us, the advertising campaign will produce the results you have a right to expect.

You see we put more emphasis on SELLING than we do on advertising. Well, selling's the great big thing, isn't it?

If we have said anything here that stirs up a bit of curiosity, let's hear from you. The acquaintance may result in good for both of us.

MORGAN ADVERTISING AGENCY

633 WASHINGTON ST. BOSTON MASS.

Member American Association of Advertising Agencies Member National Outdoor Advertising Bureau

It pays dividends, in loyalty, and cash, to look first within the old organization for material for the positions higher up. It pays the executive, called in from the outside, to make a serious attempt to gain the good-will of the organization that he finds on the job when he arrives. The Printing Products Company, Chicago, has even reduced such a policy to standard practice. Every position in the organization is known as a "desk" and every employee knows what the duties, responsibilities and salary of each desk are. They know that promotions will be made from the men already there, and that no effort will be made to go outside unless there is no one within that can fill the job.

The Iron Master's Policy

If the officials of the Cambria Steel Co. have not profited by the example of Andrew Carnegie in picking men within and developing them, they never would have found Replogle, at one time their office boy. Carnegie found Schwab and made him. Schwab has found hundreds of other major executives by looking for them down in the cinder pits and at the clerical desk. In fact, an intelligent man with ambition who begins young enough with the Bethlehem Steel Corporation and sticks, is reasonably sure of promotion to a position of executive responsibility.

I can put my finger right now on a man thirty-eight years of age, who is superintendent of the Clairton Works of the U.S. Steel Corporation, who started with that mill as a common laborer less than twenty years ago. His promotions have been slow, but he worked at the minor jobs with positive assurance, based on the knowledge of the company's previous policy, that they weren't going to bring someone in from the outside to take the place that he was striving forproviding he was capable of turning out "the tonnage." He was guaranteed at every step the opportunity of being watched by the men who were responsible for promotions.

When a sales manager steps into a new position in a strange organization, he instinctively assumes one of two mental attitudes: that of self-preservation, or of organization preservation. The former attitude colors every policy and executive act with the consideration of "How will this effect my success and my position?" The later attitude—of company loyalty—has to do with the success of the company as a whole, and such a viewpoint can make a lot of difference with the attitude that the new sales manager pursues with regard to the personnel that he finds on the job when he arrives.

I happen to know a Cleveland sales manager who, fearing the showing that his New York district manager was making, called him in as assistant sales manager. When he got him under his control, he trapped him into a corner and then fired him. New York suffered, but the sales manager retained his lead, remained in the spotlight, and considered that he had executed a very subtle piece of politics.

When a new sales manager "cleans house" with the old sales force, he un-

doubtedly builds up his personal fences for the future-but at the company's expense. Unless a present incumbent is hopelessly inefficient, a sales manager who removes him by bringing in a man from the outside, throws to the winds the investment the company already has in the man—investment in experience, knowledge of the product, traditions, and loyalty. These are qualities that can't be injected with a three days' ginger talk and an attractive salary. They become a part of a man like his religion, or his love for his home. Successful businesses are not one day excursions; like personal character, they begin to grow from the day of birth and develop slowly. The milestones that mark their progress strike deep into these lessons of experience which are learned along the road.

A successful man who will leave another company to follow you, to your new job, will leave you as quickly for another company. Imported loyalty is unattached, except to the individual, and like rats that leave the sinking ship, it scurries to safety when the individual shows signs of failure. A sales maxager loyal primarily to the company and not to self, working with an organization that is also loyal first to the company and then to individuals, finds himself on common ground with his associates. Peanut politics disappear when a man finds himself carried forward by an interest that is greater than himself.

Taming the Obstreperous Salesman

There is no question but there are occasions when it is necessary to knock the barnacles off the ship-and go outside for new blood. Several years ago, A. MacLachlan, now secretary of the Square D Company, Detroit, was made sales manager of an electrical jobbing house in the West. He had been pro-moted from the city counter, and several of the older men thought that the position should have been given to one of the older men who had more experience. concerted resistance confronted Mr. MacLachlan when he assumed the responsibilities of the position. The men just wouldn't cooperate, and as he tells it himself, he bucked the whole force, with the idea of demonstrating that he was qualified to be "the boss." He finally called one of the salesmen into the office and asked him why he hadn't secured an order from an Omaha firm that he had been calling on for some time. The salesman came back something like this, "This company can't do business with those people; I can't get their order-and neither can you, Mr. Sales Manager!"

Here was a case where Mac had gone the limit to help this young man, but the old antagonism was still there. Instead of firing the insurgent, as he would have been justified in doing, he told him to go home and pack his grip and meet him at the station for the late train for Omaha.

He took the bolshevist to Omaha, the latter snarling every mile of the way. He took him to call on the customer that couldn't be sold—and sold that customer—thus licking the salesman on his own baseball diamond. Then in a nice way he

(Continued on page 803)

Excuse Me, Mr. Johnson

A reply to certain observations in the article "Chasing the Price-Maintenance Rainbow," by Roy W. Johnson in the April, 1923, issue of Sales Management

By R. O. Eastman

Why the intolerable situation, which manufacturers of branded merchandise have had to face for several years with respect to inability to protect their natural rights, has been allowed to continue, is now less difficult to understand. Why the Supreme Court of the United States has rendered a series of five to four "indecisions," with opinions of constantly increasing complexity and incomprehensibility, is a little easier to answer.

For, if a professional business student, as Mr. Johnson is, a writer on business subjects, as Mr. Johnson is, and a persistent reader of business literature, as Mr. Johnson undoubtedly is, can as completely miss the point, as Mr. Johnson has in his discussion on price maintenance, the poor legislative, judicial and administrative wings of the Federal government are more to be pitted than censured for having done the same thing.

My own connection with the price maintenance debate dates back to 1913, when I was associated with a large breakfast food concern that was sued by the government, under the anti-trust laws, for the attempt to establish and maintain a monopoly in its own branded product. Lest anyone think I am attempting to be facetious in the above remark, let me say that those were almost literally the words of the complaint, and the government officials were perfectly serious about it.

When Lawyers Disagree

I called in Syracuse, following a convention of the old Association of American Advertisers, a meeting of a group of interested advertisers, which was the forerunner of the meeting the following year to which Mr. Johnson refers in his opening paragraph, and at which, I believe, was launched the American Fair Trade League. This body has been struggling ever since for the passage of legislation to restore to American business the inherent rights which have been taken away by misinterpretation and misapplication of laws originally passed for the direct protection of those rights.

I have followed the fortunes of that effort with deep interest ever since. One of the companies with which I am now associated is today harassed by the same kind of proceeding as that brought against my breakfast food friends of eleven years ago. I mention these facts as perhaps qualifying me to offer the following observations on Mr. Johnson's published statements.

Mr. Johnson refers to the pending price maintenance legislation as "an abstract theory"—"a scheme"—and more specifically "a system whereby the purchaser of goods is prevented from selling them below an arbitrarily fixed price." I submit that price maintenance is none of these, but on the contrary a simple return to the natural order of things; a restoration of simple, natural, commonlaw rights, which must and will be reasserted, but which garbled legislation has temporarily destroyed.

The right, I refer to, is the inherent right of the owner of any article to name the price at which he will sell it to another. This right is distinctly challenged by the present state of affairs (I will not say law because no one—including the honorable Supreme Court—seems able to define just what the law is so that even lawyers can understand it) which prevents the manufacturers of a branded article from saying to the one person who really buys it, the consumer, what the price shall be.

The Case for Price Maintenance

The development of branded merchandise has created new economic conditions which legislators, judges, some business men, and apparently even some business. writers, have failed to completely grasp. They fail to make the necessary distinction between the economics applying to a transaction in unidentified merchandise. such as a bag of beans, and the sale of a branded product such as Colgate's soap. In the case of the bag of beans the merchant actually buys the merchandise and, figuratively as well as literally, "holds the bag." The responsibility of the producer ends with the first transaction. In the case of Colgate's soap, the merchant actually buys nothing but an opportunity to resell at a profit. He doesn't take a chance. The goods are not his goods in any sense. They are bought as Colgate's and sold as Colgate's, advertised as Colgate's and asked for as Colgate's. If anything goes wrong with them it is up to Colgate to make good, and no kind of guarantee or waiver of guarantee can affect this status so long as the Colgate name is on the label.

In the sale of such branded merchandise the merchant is only a trafficker. The goods are already sold before they come into his hands. He merely passes them along. There is little more sense or logic in saying that the merchant owns these goods than in saying that the freight car which is used to convey them from the factory to destination owns its contents.

One thing these legislators and judges—and some business writers—have failed to sense is the economic effect of "mass selling" wherein, through adver-

tising, the manufacturer actually sells his product before it leaves his factory—literally, in many cases, before it is made. Here is a brand new order of things that has grown up in little more than a single generation.

Now, there can only be two principals in a selling transaction—the buyer and the seller. In mass selling, the buyer is the general public, and the seller is the advertiser. If the advertiser sold each consumer face to face, the advertiser would be permitted to fix his price. If he sells them en masse, he can't. Rather a hardship for advertising, isn't it? Or, if he sells them direct by mail, he can fix his price. If he uses merchants to display and distribute his goods, he can't. Is this logical?

I think even the most ardent champions of price maintenance which, some say, would be better defined by use of the term "price standardization," have made a great mistake in attempting to defend and justify price maintenance legislation. For my own part I cannot justify it at all. It seems to me an extremely unfortunate and unhappy fact that in this land of liberty and freedom such a state of affairs should have been brought about that it is necessary to pass a law to make it lawful for a man or corporation to mind his own business.

The Chain Store Problem Again

The proposed Kelly-Stevens bill does not appear to me any more logical than would be a law to legalize gravitation. But we have arrived at a stage where the legal structure is more or less complicated and it takes two negatives to make a positive. Perhaps it would be better stated to say that a poison having been administered to business as a result of unsound legislation, it is now necessary to apply an antidote.

The previous writer has said that price maintenance or price standardization "could become a most potent weapon of monopoly." Not by the wildest stretch of imagination. The most potent weapon of monopoly has always been heretofore price manipulation rather than price standardization, price cutting rather than price protection.

Did you ever hear of the "syndicate" squeezing out a small rival by raising the price in his territory, or by establishing the system that price maintenance advocates urge of one price to every user everywhere? Not on your life! Their watchword is "price demoralization," and they are perfectly satisfied with the present demoralized and confused system.

I say purposely and advisedly that price-cutting has been heretofore the

most potent weapon of monopoly. In the situation which exists today the benign government has forged and sharpened a more "potent" weapon than the most cunning monopolists ever dreamed of. It has provided innocently, no doubt, but none the less effectively, a veritable paradise for monopolies in these United States of theirs.

Witness the growth of the chain stores, for example. A testimonial to increased efficiency in operation of retail business? Partly, but not entirely. Rather a testimonial to the protecting hand of government, which restrains the manufacturer of the goods the chain stores sell from dictating terms openly, but obliges him to pursue the new American custom of going in the back door covertly, and protecting his interests as best he can, by secret persuasion. The chain store today renders a single and restricted service, and by virtue of the incongruous restraints imposed by meddling legislation upon the manufacturer, enjoys a double compensation-the jobber's discount plus that of the retailer. Is this benefit passed on to the consumer? It is not. It is invested in more stores to operate at the same lucrative rate of profit.

Giving the Independent Retailer a Chance

What would happen in this case if the government would take its hands off from business for a season or two and "let nature take its course?" I'll tell you what I think would happen: There would be one "merry war" between the manufacturers and the chain stores, in which the latter would come out second There would be enough redblooded American manufacturers to get together in a combination, not on prices, but on policy, not in restraint of trade but in protection of trade. These manufacturers would say to the chain stores, "We will allow you a fair profit for the service you render-no more and no less." The earnings of the chains would drop some, and the independent retailer would again have a chance for his white

There's another trouble with our legislators. They can only see one kind of combination on the part of business—"combination in restraint of trade." They have forgotten that there might be such a thing as "combination in the protection of trade," or that even "combination in restraint" might be in restraint of iniquitous practices rather than for the accomplishment of such. What started this glorious land of freedom, anyhow, but a "combination in restraint of trade." That's what it looked like to King George, at least, and he put up a considerable, though successful, fight to prevent it.

This, however, is a little apart from the argument, for the proposed Kelly-Stevens antidote has no reference to combinations of manufacturers, but merely to the right of any single manufacturer to name the price on his own branded product. My breakfast food friends, when accused of effecting a monopoly in their own product, had 107 competitors. If they had been stifling competition they had certainly made a sorry job of it.

The concern I represent today, which is under similar indictment, has so many competitors that I doubt if anyone in the industry has ever taken the time or trouble to count them. Now, just what is going to happen if we are accorded our natural right to fix the price of our product to the consumer? Nothing more or less than would happen in any ordinary selling transaction. If we fixed it too low we wouldn't make any money, and would have to go out of business. If we fixed it too high our competitors would get the business and again we would have to quit. If we could make a better product than the other fellow we would get a better price, and would be entitled to it. Who suffers? No one; unless we suffer ourselves through the exercise of bad judgment-and that's

We say we have a natural right, whether it's legal or not, to say what our goods shall sell for, and to see to it that every purchaser everywhere is asked no more, nor no less, than what we consider a fair price for the merchandise. We say that the goods are our goods so long as they bear our name and trade-mark. Take them out of our packages and put them in an unbranded bag or barrel and you can sell them any way you please. They are no longer our goods, no longer backed by our reputation. Whatever you do with them then, you cannot hurt us.

And we say that we have the right—again a natural right, however unenforceable—to determine what we will pay the merchant who supplies the demand

we create and maintain, in the same way that we have the right to fix the pay of the men who pack the goods and the men who keep our books.

One more comment. Mr. Johnson says, referring to the series of Supreme Court decisions, which his article reviews with historical accuracy, that "the Supreme Court has a habit of looking straight through the superficial texture of finespun technicalities and discovering the real purpose and effect which is to be gained." Oh tempore, oh mores! Would that my profound respect for that able body might give me strength to say "Amen." But when five men out of nine have time after time looked straight in one direction with the other four having their faces as implacably set in the other, how in the world can it be said that the entire body "looks straight through" anything on this particular issue?

Let me repeat my paradox. What we need, and must have, is a restoration of natural law and order. We need not more legislation but less legislation; but apparently the only practical way to bring about the effect of less legislation is by the process of enacting more legislation. The inexorable law of supply and demand, given a chance to work through the removal of artificial obstacles, will ever prove a more effective weapon against unsound and unrighteous business practices than all the statutes that all the legislatures past, present and future can enact.

But we must have a few more statutes to remove the obstacles!

Can Other Lines Adopt the New Ford Payment Plan?

HY can't all manufacturers and dealers in products that are sold on time payments utilize the plan the Ford dealers are so successfully putting into practice this spring?

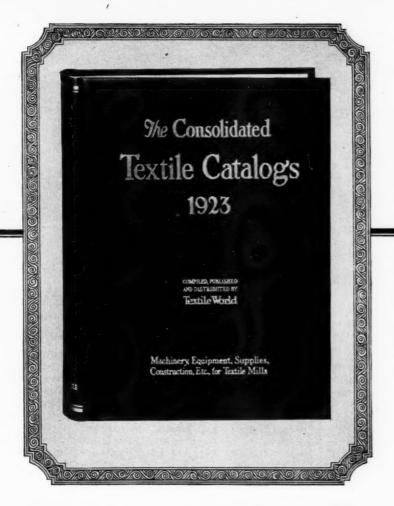
Go to a Ford dealer and signify that you want to buy a car on the payment plan. By making an initial payment of five dollars you can start buying the car. This five dollars is deposited in the bank for you. Then each week you deposit another five dollars. When your deposits reach seventy-five dollars the car is delivered. The banks pay their regular interest on your account, just as in the case of all other savings accounts.

Ford dealers report that this plan is reaching hundreds of prospects who have heretofore been considered worthless. It brings the possibility of owning a car to practically every family in the country. More than that, it stimulates the savings habit, perhaps just as the liberty bond savings habit created thousands of new investors. Banks all over the country are cooperating with Ford dealers.

The buyer of the car can either make his deposits with the Ford agent, or direct with the bank. When he agrees to start the plan he signs a card which is, in effect, an order for the type of car he In Chicago Ford dealers are vigorously canvassing factories, mills, office buildings, and other places where people congregate, just as thoroughly as book agents or insurance men. One plan is to drive a car up in front of the entrance to a large factory at noon time. As the workers leave the plant several salesmen are on hand to explain the payment plan.

Many banks welcome the idea, it being their belief that many new and permanent savings accounts will thus be created. It is an idea worth looking into for all sellers of lines that are usually sold on the payment plan. It is said that in Illinois alone the banks pay out \$190,000,000 each Christmas to members of Christmas Savings Clubs. The Ford plan is an adoption of this club idea, and we see no reason why it cannot be adopted in other lines of selling.

It is stated with authority that the prospects for a good automobile selling season in Madrid, Spain, are improving. At a recent automobile show in that city only a very limited number of American cars were exhibited, although several other foreign makes were displayed. The tire market there is also becoming more active.



A Debut-and a Record

The first issue of THE CONSOLIDATED TEXTILE CATALOGS has been distributed.

Frankly, the publishers, realizing the importance of this book to the industry, expected it to be well received. But—they were not at all prepared for the flood of glowing compliments and expressions of appreciation that followed its appearance

Here is how one mill man put it: "Just received our copy of THE CONSOLIDATED TEXTILE CATALOGS and have thrown

away a five-foot shelf of odds and ends of catalogs. We thank you most sincerely."

It may be of interest to note that this book, compared with the first issues of catalogs of similar nature in other fields, has set a new record for total catalog pages.

We are preparing a booklet containing some of the letters received. It will give you a good idea of what type of men are using the catalog and their opinions of it. A copy of this booklet will be sent to any interested person.

Bragdon, Lord and Nagle Company, Publishers of TEXTILE WORLD BOSTON - CHICAGO - PHILADELPHIA 334 FOURTH Ave., New York GREENVILLE, S. C. - CLEVELAND - WASHINGTON

The Consolidated Textile Catalogs

Washington Gues Herald

—In Washington!

THERE are 1,468 independent retail grocery stores.

This does not include the four powerful chain grocery organizations in the nation's capital—The Sanitary, Piggly-Wiggly, Atlantic & Pacific, and the Old Dutch Markets.

The Washington Times, through its Merchandising Department, is in daily contact with the grocery stores.

Manufacturers who want a "try out" market can get the "feel" of the nation's pulse through the nation's capital.

The Washington Times will arrange all distribution plans.

Manufacturers who wish to strengthen distribution will get results through our Merchandising Department.

The Washington Times is an evening paper—a live wire—a medium that will reach all who can be influenced by advertising.

The Washington Herald is the morning paper of the Hearst unit in Washington. The Herald has gained over 20,000 circulation in the three months that it has been a Hearst paper. The combination offers 120,000 circulation; papers can be bought individually, or as a combination.

Put it up to us if you want to know where your product stands in the most important market in the country. Put it up to us if you want to find your possibilities for expansion, or for initial distribution.

Ask for results—you will get them.



G. LOGAN PAYNE Publisher and Gen'l Manager

WASHINGTON, D. C.

Represented by
PAYNE, BURNS & SMITH
New York, Boston

G. LOGAN PAYNE CO. Chicago, Detroit, St. Louis, Los Angeles



50,000 Prospects—1,120 Sales In Twenty-Seven Days

By W. N. Gallagher

Automatic Washer Company, Newton, Iowa

Power & Light Company have devoted the month of March to a special sales drive on automatic electric washers and every March, since 1920, more than a thousand washers have been sold. In 1920 they sold 1,628 washers, which is said to be the world's record.

The plans they used—the preparations, advertising, and methods of keeping the sales force going full tilt during the entire month—are so adaptable to many other lines of business that almost any sales manager can make use of part or all of them.

A survey of the field served by the Utah Power & Light Company shows that they sell electric power to 70,000 owners of residences. Twelve thousand of these customers have already been sold automatic electric washers. Several thousand machines of other makes have also been sold by the same company. Various competitive dealers have probably sold enough machines to reduce the number of homes having electricity, yet without electric washing machines, to approximately 50,000.

Considering the fact that, so far as is known, no other territory is so well supplied with electric washing machines, the company realizes the necessity of intensive methods. Hence the big March drive.

The Sale Is "Billed Like a Circus"

Preparations are started a month in advance with a series of letters to the sales organization, outlining the bogey, and all plans that are to be used. Every department of the power and light company is urged to cooperate and be ready when the whistle blows on March first announcing the drive. To stimulate interest among everyone in the organization, a standing offer of one dollar for the name of every prospect who later buys a machine is made to all members of the force, such as the linemen, collectors, bookkeepers, accounting staff, etc.

When the lighting bills go out for

March a letter and circular accompanies the bill announcing the unusual opportunity to be offered during the month. As a basis for the campaign the slogan, "A Copper Washing for a Silver Dollar" is featured in all advertising.

Preceding and during the campaign liberal newspaper space is used to announce the sales and terms. Banners and signs in many prominent places, such as the fronts of street cars, trucks, and prominent buildings, advertise the drive in regular circus fashion. Street car cards and billboards are liberally used to feature the drive and the slogan. In one instance a big electric arrow, illuminated at night, pointed to a washing machine hung in the air and outlined in electric lights, served to attract the attention of every passer.

How the Children Helped

Even the children were not neglected. Just prior to the starting of the campaign all the newsboys were given skull caps printed with the slogan, "A Copper Washer for a Silver Dollar." These boys were urged to tell every other boy in town that a cap could be obtained at the sales office of the power company by bringing in the name of a prospect. This plan worked so well the caps were exhausted in a few days and every lucky boy was a walking advertisement for the sale.

A daily bulletin of sales is sent to all the men. It is called "Washergrams," and along the left margin is a reproduction of a big thermometer. As sales progress the mercury in the thermometer goes up, each day's sales being marked in with a red pencil.

The first day's "Washergram" in the 1923 drive, written by R. M. Bleak, superintendent of lighting and appliance sales, reads in part as follows:

"We're off to a great start-

"Seventy—just think seventy—machines the first day, exceeding last year's record for the first day by five. It sure looks like everyone is out after prize

money. Just look at what some divisions accomplished toward their quota."

Following this the sales for the day of every division are listed. Another bulletin shows a picture of a hooded gentleman with a flashlight focused on the combination of a big safe. The writer of this letter claims that it is one of the division salesmen "getting mighty close to prize money." Each day's bulletin tells how many machines were sold on the corresponding day during the 1922 drive.

A scoreboard in the superintendent's office is posted first thing every morning, each salesman reporting promptly by telephone. The interest manifested each morning, when the scores are posted, rivals the enthusiasm displayed by a crowd watching the scores of a world's series baseball game.

In order to properly impress the public, all the branch stores are filled to the ceiling with washing machines. Special window displays are used in all the stores and branch salesrooms and, wherever possible, a display with some sort of motion used.

One display showed a big stork delivering a new washer all wrapped up in white sheets. The stork's wings were arranged so that they were continually flapping, and a sign on a card in the window said, "The Automatic is as welcome as a new-born babe in the home."

Painted in chalk on the window the records of the sales, day by day, keep the public informed and interested. The signs on one window read, "882 Washers Sold Since March 1—Only Three Days Left."

What Keeps the Interest Aroused

A parade of twelve trucks carrying the first day's sales traversed the leading streets, each truck bearing a big banner announcing that seventy machines were sold the first day.

Much of the success of the campaign is, no doubt, due to the very liberal terms made. The advertised terms are \$1 down and \$5 per month. Of course, many people pay more than the dollar as the first payment, and some pay more than five dollars a month. But the machines can be purchased, without quibbling, on these terms if the customer so desires. In March, 1922, the sales were 1,191 machines, yet the total loss on collections was but \$84.20 during the year. Considering that the sales amounted to something like \$125,000 this small loss is negligible.

The parades of loaded trucks, sensational displays, and wide advertising, coupled with intensive supervision of the sales force during every day of the drive each year, have proven that it pays to get the public interested and to go after the business hammer-and-tong fashion, using every legitimate means of attracting attention.

These drives started in 1917 and the record for each year is as follows:

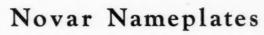
March, 1917, 500; March, 1918, 772; March, 1919, 977; March, 1920, 1,628; March, 1921, 1,100; March, 1922, 1,191; March, 1923, 1,120.





For Hardware—

And everywhere that there is use for a trade-mark



of

DECALCOMANIE

That "Goes on Forever"

are recognized by large and small manufacturers as being far superior to perishable printed paper labels and much more economical than metal plates.

For permanent, brilliant and uniform reproductions, PALM, FECHTELER DECALCOMANIE has gained an unrivalled reputation through the years.

Illustrations show the use of Novar Nameplates on the famous Stanley Tools

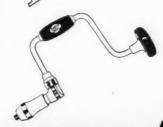
Send tor actual Decalcomanie samples to try—also, for illustrated literature "S" and details of non-obligating, free sketch offer.

PALM, FECHTELER & CO.

Decalcomanie Pioneers

67 Fifth Ave., New York

Representatives in all Principal Cities





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Barton. Durstine @Osborn

Advertising



All three offices of this advertising agency have moved into larger quarters

New Address

383 MADISON AVENUE, New York

(Formerly 25 West 45th Street)

New Address

220 DELAWARE AVENUE, Buffalo

(Formerly Ellicott Square Building)

New Address

230 BOYLSTON STREET, Boston

(Formerly LITTLE BUILDING)



NEW YORK 383 madison ave. 230 boylston st. 220 delaware ave.

BOSTON

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Member American Association of Advertising Agencies

Member Audit Bureau of Circulations Member National Outdoor Advertising Bureau

On July 1st, 1923

Sales Management

Will discontinue all time discounts for advertising space

Rates: \$100 a page; \$75 for two columns; \$40

single column; \$23 half column

Circulation June issue, 12,400 copies; 11,000 paid

Member Audit Bureau of Circulations

How Market Research Can Find New Customers

In an address before the Ft. Wayne (Indiana) Advertising Club, Irving F. Paschall explained the value of research work. Citing the case of a well-known corset manufacturer, whose sales began to slump seriously several years ago when the anti-corset craze reached its height, he told how they kept up sales by concentrating on the farmers' wives.

In investigating the cause for the slump it was learned that the farm women had not been reached by the craze for omitting corsets as a necessary part of feminine apparel. They learned that the farmers' wives considered it was wholly inappropriate to go without a corset. The farmers, too, felt that their wives were certainly not dressed appropriately without them.

To counteract the slump of sales in metropolitan districts the corset manufacturer concentrated on the farm field, directing a vigorous advertising campaign to the farmers' wives, and also through the rural and farm periodicals. In this way the slump was overcome, and a new market cultivated.

Mr. Paschall also cited the experience of the Fleischmann Yeast Company, in developing a new market for yeast, by creating a demand for yeast to be eaten after meals as an aid to digestion and better health. Another example of finding new markets which proved the value of intensive research work was that of the Victor Talking Machine Company who learned, through research work, that in the spring and summer Victrolas were not used as often as in winter because people wanted to stay outside in the open air. To meet this condition a small portable machine was developed, which could be played successfully in a canoe.

"Research work in advertising and selling," said Mr. Paschall, "reveals sales opportunities, copy ideas, speeds salesmen on, and levels out the peaks and valleys of business, providing normal level business functioning."

We have it on good authority that the American player piano is making headway in the South African market against keen German competition. There is reason to believe that player pianos, ranging in price from \$300 to \$350 F. O. B. New York, would find favor, says Consul G. K. Donald, Johannesburg.

Plans for the electrification of Czecho-Slovakia call for an expenditure estimated at \$6,525,000. Power is to be utilized from the Moravice and Dyje rivers, and work has already been started on some of the plants. Four companies have been organized in Moravia, and although most of the material will probably be pur-chased locally, firms wishing to communicate with these companies may obtain the names and addresses of the proper officials from the Electrical Equipment Division, Bureau of Foreign and Domestic Commerce, Washington, D. C., or any of the Bureau's district or cooperative

Sales Letters that Sag in the Middle

By Maxwell Droke

A Cincinnati sales manager recently asked one of his salesmen to write out his best approach, and his quickest closing arguments. From this data the sales manager compiled a sales letter that broke all former records for pulling power. Maxwell Droke, whose experience covers both mail and personal selling, tells in this article how to apply the specialty salesman's tactics to writing sales letters, so that the letters almost stand up and talk to the prospect, and get action just as the face-to-face salesman would do.

THERE is one "trick of the trade" that every high-pressure specialty salesman knows and practices frequently—and that is the "standing canvass."

My friend Holton explained the psychology of it to me years ago. I asked him frankly why it was that he so seldom accepted a seat in calling on prospects. His reply was enlightening.

"I always try to make a 'standing canvass,'" he replied, "because it gives me a pronounced advantage over the man 1 am talking to. Naturally, in an erect position, I tower two or three feet above the man who is seated at his desk. I find that my message 'sinks in' a whole lot deeper and quicker if I can look down at my man.

"There is another point, too: As long as I am standing, I maneuver in such a manner that I can force the prospect to face the direction I wish him to face. For example, if he is a merchant with an office in the back of his store, his natural inclination is to keep his eyes riveted to the front, to see what's going on. He is continually turning to see who is coming in the front door, and how folks are being served. Naturally, this condition places me at a disadvantage. If I am seated, there is little I can do to correct this tendency. But if I am standing I can keep edging around until I have his gaze just where I want it-on me and my samples.

Sitting Down Slows Selling

"Another and equally important consideration is the fact that my standing position implies a 'take-it-or-leave-it' at-Without exactly saying to the prospect, 'You've got to make up your mind now-I am not going to stay long,' I manage to convey this impression to him. I find that the 'standing canvass' is a great aid to immediate action. If I take a comfortable seat the prospect may think that I have come for a long drawnout argument-and the interview drags along—usually terminating in a postpenement, or an outright failure to make a sale. But as long as I can contrive to stand, while the prospect remains seated, I figure that I have better than an even

It has often occurred to me that in writing sales letters it would be well for us to apply the principles of the "standing canvass." And there's no reason why it can't be done!

A little thought—a little strategy—a little effort will result in the preparation of letters that "tower" above the prospect

just as certainly as the erect salesman towers above the man who is seated at his

And on the other points, too, the right kind of sales letters will score appreciably. We can write letters that will keep the prospect's attention away from distractions and centered on our message. We can make him face our direction. And, finally, we can give him clearly to understand that he must act promptly.

We are all familiar with the sales letter that "takes a seat"—the easy-going missive that wanders along aimlessly and uncertainly, much as an untrained salesman might present his talk. But the letter that makes a "standing canvass"—the letter that really gets somewhere and accomplishes something—is more of a rarity. We could use a whole lot more of them in the business world.

A Letter That Sold Wringers

Now, here is a letter sent out to introduce home laundry equipment to retail merchants. I classify this as a "standing canvass" letter because the writer is boss of the interview from the word go. He jumps right into the subject without piffle or palaver, presents his points clearly and convincingly and, most important of all, he doesn't give the reader a single opportunity to talk back! The trouble with most sales letters is that they sag in the middle. And when a letter begins to sag and drag, the reader has the finest kind of a chance to take a big deep breath and begin to think up reasons for not signing the order, sending in the post card or writing for full

But this laundry-equipment letter is different. I haven't been able to find a serious sag in it any place. You can fairly see the writer-salesman standing over that dealer and talking cold facts in a warm friendly way:

Probably you have several styles of wringers in stock. Here's an interesting experiment you can make with ANY make of wringer you happen to have handy.

Take a piece of heavy flannel and a bit of sheer silk. Saturate them in water and put them through the wringer side by side at the same time. Will both pieces come through thoroughly and uniformly dry?

You say it can't be done. And you are right. It CAN'T be done with an ordinary wringer. But the new NEVER-CRUSH is made to conform to the thickness of any material. Heavy comforters are as

easily and quickly wrung dry as dainty linen kerchiefs.

What's more, the NEVER-CRUSII is the only wringer in the world that absolutely cannot break or tear off buttons, or injure the operator's fingers. Constructed without tension screws, springs, cogs or gears, it outclasses, outwears, and outworks every other wringer. Guaranteed for 750 hours' continuous performance.

The NEVER-CRUSH Wringer is an exclusive feature of the famous PRIMA Electric Home Washer, the only washing machine using Nature's method of surface-tension.

You ought to know more about PRIMA and NEVER-CRUSH—the fastest-selling combination in the washing-machine equipment field to-day.

Turn the page and read the facts. Then sign and mail the postcard for our interesting dealer proposition.

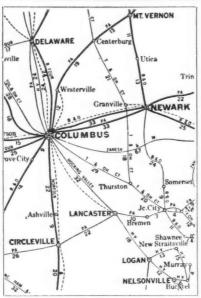
Let's go Lack now, and see if we can reach out and put our fingers on the points that make for the effectiveness of this letter. Well, in the very first paragraph, the writer says, "Here is an interesting experiment you can make—" Now, if you are familiar with the methods of the old-time house-to-house canvasser (the grandfather of the present-day specialty salesman) you know that his ace-in-the-hole was demonstration. And the prospect always did the demonstrating. You took the patented potato peeler in your own hands and tested it. The salesman turned the device over to you because he was a keen judge of human nature. He knew that you were interested in experiments. The same thing is true today. Because you are interested in experiments, you turn naturally to second paragraph of the letter. And as you read, you say to yourself, "Why that's impossible; it can't be done."

Speeding the Slow Letter

This is exactly the reaction the writer is seeking. See, in the third paragraph he has anticipated your objection. He agrees with you, and then skilfully proceeds to make his most important point.

Now, see how the next paragraph goes right on, evenly and naturally to the second point. No "sag" or "let-down" in reader interest. And so it goes all the way through this letter.

The man who makes the most successful "standing canvass" usually is the



Section of Ohio Map

VISUALIZE

with a Blum's Commercial map before you. You get the whole ter-

ritorial situation in a jiffy—size, character and location of cities and towns, mileage between cities and transportation means. Invaluable to salesmen and their chiefs. Strictly up to date.

Blum's Commercial Atlas

is exclusively designed for sales managers and shows at a glance:

The worth while towns
Most effective routing
Expense of covering the territory
Price, Linen paper, 17x22 in. - - \$25.00
Junior Edition, 12x14 in. - - - \$15.00

Wall Map of U.S.

Our wall map gives a birds' eye view of the entire country and its sales possibilities. It is especially adapted for interstate routing. Mounted on either linen, compo board or cork. Size 84x60 inches. Price \$20 upward, according to mounting.

Pocket Edition of U. S. Map

showing every town from 20,000 up, 20x30 in., 75c—29x37 in., \$1.50.

Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

Railroad systems and distances between towns.

It differentiates between main lines and branch lines.

It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.

t gives the latest population of each town together with a key showing the location of the towns.

It gives the leading commercial hotels and hotel rates.

It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.

It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog

BLUM MAP CO.

3 West 29th Street, New York City

sort of a chap who isn't afraid to dispense with a few formalities now and then, and use a somewhat-out-of-the-ordinary approach, when conditions warrant.

Similarly, the man who writes successful "standing canvass" letters must have the nerve to break away from the usual "we-beg-to-state" limitations, and use an unusual—sometimes even a startling—first paragraph. It was such a man who wrote this letter for a middle-western paint house:

Dear Sir:

"Your order reached us in the 7 A. M. mail today, and will be shipped this morning without fail."

That is the way we can write you in all truthfulness when you send in for a stock of Capital City Paint and Paint Specialties. We render three-hour service in making deliveries.

That first paragraph commands attention due to the fact that the reader has never done any business with the house. He doesn't quite understand what it's all about. He is curious to find out. And a curious man is an interested man. But the big point is that the second paragraph holds that interest.

The letter continues:

That's real service, isn't it? As Mr. MacCarper, of Winimac, declared in writing to us a few days ago, "It sure is a pleasure to do business with a house that gets the goods through promptly."

Mr. W. C. Niblo, of Mt. Vernon, expressed the same thought when he said, "It is a great relief to find some one who can make prompt shipment."

Here are a few paragraphs from another type of "standing canvass" letter—a letter that owes much of its effectiveness to the smooth and even coupling of paragraphs. Note how the two dashes at the close of the first paragraph lead the reader easily and naturally to the second paragraph. The first sentence in the fourth paragraph demands attention because of the strikingly abrupt manner in which it continues the thought conveyed in the preceding sentence. All in all, this is a very readable letter:

When five of the outstanding retail stores of the country—and thousands of other merchants, large and small—come to the National Black Goods Company—

Then, surely there must be something in this idea of buying black goods from a black goods house. It must be a practical plan; a workable plan, a worth-while plan for you to follow.

We offer to every store—north, east, south and west—an unusual service in black goods.

Because we are specialists. We manufacture and sell nothing but black dresses. We make it our business to know black dresses—the popular materials; the styles that will work up to best advantage in

black; the goods that will prove quick sellers and give perfect satisfaction.

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You will recall we made the point that one of the distinct advantages of the "standing canvass" was the fact that the prospect was given to understand, by implication, that the salesman did not propose to waste time, and that an immediate decision must be made. There are many ways in which we can get this same action-impelling force into our "standing canvass" letters. Here are a few extracts from actual letters that serve as apt illustrations:

Don't go to the trouble of writing. Just put your O. K. on this letter and send it back. We will understand what you mean.

We have just eighteen of these special Art Rugs, at the introductory price of \$_____. Shall we deliver yours today?

We can accept only 100 students for this special course. Seventy-nine enrollments have already been received, with more coming in every mail. So you must act AT ONCE—or let this opportunity slip by.

There is a telephone on your desk and one on mine. My number is Main 1256.

It is thus that the "standing canvass" letter makes men act! And there is room for a great many more of these letters in the business world right now.

The sales manager in the phonograph line should not overlook the foreign market for these instruments. In a report to the Department of Commerce it is stated that the better class of Chinese are ready purchasers of phonographs and records. This is also the case in Havana, Cuba, although in this latter city the machines are most frequently sold on the installment plan.

Pianos sold in Cuba are also usually on the installment plan, payments sometimes extending over a period as great as thirty-six months, so that manufacturers contemplating entering this market should be prepared to extend corresponding credit terms to the piano merchants.

No form of advertising is more popular with the Chinese than an attractive calendar issued toward Chinese New Year (about the middle of February). The Chinese calendar takes the form of a scroll and is of considerable value for advertising purposes, since the Chinese are eager to have a pictorial calendar in their homes all year round for the purpose of discovering "lucky" or "unlucky" days for weddings, funerals, and other affairs. The calendar is usually displayed in a conspicuous place in the home all through the year, so there can be no doubt that this form of advertising is one of the best that can be devised. The favorite design for calendars used to be an illustration of an old classic tale, but now the Chinese prefer a girl picture either in semi-Western or Chinese

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Society of Sales Executives Holds Spring Conference

"Selection and Training of Salesmen,"
"Compensation of Salesmen," "Direction
and Control of Salesmen," "How to Reduce the Cost of Distribution," were the
main topics of discussion at the spring
conference of the American Society of
Sales Executives held the last day of
April and first two days in May at
Congress Lake Club, near Canton, Ohio.

The basis for discussion was the preliminary reports submitted by the various committees that are investigating the subjects discussed. A mass of valuable data has been collected but all of the committees reported that they expect to extend their researches over a considerable period before aiming at any definite conclusions.

An interesting feature of the conference was a debate between Geo. W. Hopkins, vice-president of Columbia Graphophone Company, and George W. Charls, vice-president, United Alloy Steel Corporation, Canton, Ohio, on the relative value of the green salesman whose only training has been in the school of experience.

The moot question of service work was discussed, and several helpful points brought out in a subject headed, "Should Service Work Be Done at a Profit?" Other subjects taken up at the conference were, "Methods of Establishing Sales Quotas," "Should the Standing of the Individual Members of the Sales Force Be Published," "The Business Outlook for the Immediate and More Extended Future."

Those who attended the conference were: C. F. Abbott, of Montclair, N. J., who is chairman of the association; G. R. Cain, Swift & Co., Chicago, Ill.; Geo. H. Charls, vice-pres., and gen. mgr., United Alloy Steel Corp., Canton, Ohio; F. H. Dickison, sales manager, Tide Water Oil Sales Corp., New York City; B. A. Franklin, vice-pres., Strathmore Paper Co., Mittineague, Mass.; H. B. Gay, sales manager, The Electric Storage Battery Co., Philadelphia; Frank Hayden, sales director, Becton, Dickison & Co., Rutherford, N. J.; H. W. Hoover, general manager, The Hoover Suction Sweeper Co., North Canton, Ohio; Geo. W. Hopkins, vice-pres., The Columbia Graphophone Co., New York City; T. F. James, gen. sales manager, Brown Shoe Company, St. Louis; Edgar J. Little, district sales manager, The Wahl Co., New York City; Fowler Manning, director of sales, The Diamond Match Co., New York City; L. C. Rockhill, sales manager, The Goodyear Tire & Rubber Co., Akron, Ohio; Winslow Russell, vice-pres., Phoenix Mutual Life Ins. Co., Hartford, Conn.; H. D. Whittlesey, vice-pres., The Sherwin-Williams Co., Cleveland; C. K. Woodbridge, sales manager, The Dictaphone, New York City.

In electrical machinery lines, according to an article appearing in an Italian newspaper, the United States has taken Germany's position in the export trade with Italy.



An Open Letter to The Sphinx Company, Limited.

We understand that you manufacture an exceptionally meritorious product.

If it is a fact that your product has certain qualities which set it apart from all others in its field, why keep it a secret?

Silence is sometimes the most expensive thing in business.

Granted that The Sphinx Company, Limited, manufactures a meritorious article or line for which there is a big potential market, JOHNSON, READ & COMPANY stand ready to co-operate with you in putting it on the map.

There are certain special reasons why JOHNSON, READ & COMPANY can do this for you scientifically and thoroughly. The successes we have made for those who have come to us as non-advertisers are convincing evidence of our fitness for handling just such problems as yours.

An opportunity to confer with you would be appreciated.

JOHNSON, READ & COMPANY

Advertising

202 SOUTH STATE STREET, CHICAGO Charter Member American Association of Advertising Agencies.





49th State

—Add this new commonwealth to your map. It's a circle—radius 150 miles.

Call it "Globe-Democrat Influence." The capital is St. Louis.

The population exceeds 4½ millions. The wealth is based on a wider variety of natural resources and industry than any other state can show.

The Globe-Democrat serves the entire 49th state. No other single newspaper even claims such coverage.

the City with \$87,000,000 to spend on Municipal improvements

Down in the southeastern portion of The Globe-Democrat's charmed circle is Marion, Ill.

"Egypt," one of the richest sections in the U.S.

... A center for coal and for creosoting and powder manufacture.

Annual business volume, \$8,000,000 Bank resources, \$5,500,000

65 Grocery Stores 6 Drug Stores
17 Auto Dealers and Garages

4 Hardware Stores 3 Jewelers
7 Building Material Dealers

9 Shoe Stores 15 Dry Goods Stores
7 Men's Furnishing Goods Stores 1 Stationer
3 Furniture Stores 15 Confectioners

There are 9,582 people in Marion. The representative people read the St. Louis Globe-Democrat.

Do you see how easily you can reach retailers and consumers through the newspaper of this entire district?

Globe-Democrat

St. Louis' Largest Daily

F. St. J. Richards, - - - - New York Guy S. Osborn, - - - - - - Chicago J. R. Scolaro, - - - - - - Detroit C. Geo. Krogness, - - - San Francisco Dorland Agency, Ltd., - - - - London Assoc. American Newspapers, - - Paris

Overcoming the Price Objections of Industrial Purchasing Agents

Thirty-seven billion dollar market often neglected by salesmen for lack of ability to cultivate key men whose authority overshadows price-rutted purchasing agents

N the April Sales Management a sales director is reported to have told a cub salesman, who was working a Southern territory, "Look for smokestacks and lumber mills and find the commissaries that supply the workers in these mills."

These commissary stores are just one

of the many markets that some of us overlook. When we buy a book, for example, we may give passing thought to the printing plant and bindery that turned out the finished product-but back of this is a bigger and more complicated inverted pyramid of sales paths, leading from the producers of raw materials to the semi-finishing plants-ink factories, engraving plants, textile mills, etc., to the back door of the publisher.

The chart shows the course of the materials, machinery, equipment and building structure from their original sources to the point at which they are employed to manufacture the book. Before this can be delivered, a building must be put up; power printing and bindery machinery installed, and many kinds of raw material purchased. The lines of the chart show the course of these major items, but for the sake of clearness a hundred or more minor items, such as office supplies and other accessories of manufacturing are left out.

In this chart there are exactly one hundred lines connecting the circle representing industrial

plants, producers, jobbers and dealers. This means at least one hundred sales contacts that must be made before a wheel turns in the book publishing plant to make a single book.

It would be impossible to gather exact figures on the annual purchases of all the varied buyers in the business market. One branch—manufacturing plants—does lend itself to an analysis of buying power through figures compiled by the Census Department.

The annual value of the products of our mills, factories and shops is shown in Table A accompanying this article.

The salesmen of the book publisher has only one or two sales to make—to the wholesaler or retailer—or both. But before his book is ready for delivery there has been a movement of goods from in-

highly significant indices of buying power. The table shows that, of the final price of sixty-two billion dollars, more than half is accounted for by sales transactions previous to the final step of manufacture.

An interesting feature of these figures is that the textile field ranks ahead of iron

and steel products, since the materials purchased by textile mills and other branches of this industry are larger in proportion to total output than in the steel industries.

Who is the king-pin or key-man in industrial organizations upon whom the advertising and selling effort should be centralized?

It is difficult to answer this question because, at the present time, there are very few concerns of size and standing in which the entire deciding power is vested in one man, or even in one department. The order may come through a man with a title of purchasing agent, and he may have a large share of the responsibility for the amount and count of goods bought. But for his choice of brand or make of goods, he depends a great deal on the opinions, suggestions and directions of other officials of his company.

Two extreme cases may be cited as showing the varied power of purchasing agents in specifying the products purchased. In some instances the purchasing agent has the entire decision—he is merely told to buy a new belt for

such and such a machine. He must then find out and decide among the many brands of belting, selecting that which will meet the particular requirements of the machine at a reasonable price. He holds the deciding vote in this sale.

At the other extreme is the case where he receives a request from the operating department for so many feet of a certain kind of branded belting. All that he does then is to rubber-stamp this and pass it along to the manufacturer.

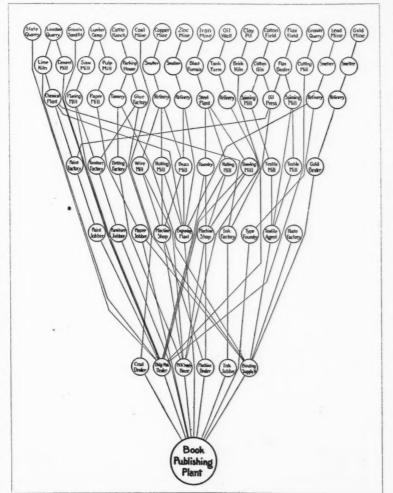


Chart Showing the Movement of Products from Industry to Industry

dustry to industry which involves hundreds of sales contacts.

In comparing and analyzing various industrial markets, the value of the finished product is not always an accurate index of buying power. In some lines of manufacturing the material and equipment costs form a larger proportion of the selling price than others where labor is the major cost. Therefore, the figures in Table B on material purchases by the fourteen industrial groups are also





HE mere fact that you have certain well designed records doesn't solve your problem. The question is—"Can you quickly get either a summary or a detailed analysis of the information they contain?—Does the delay involved deprive you of their use—their practical value?"

Transferring your records to RAND Visible Index Equipment makes it possible to graphically chart high-light facts on each record—furnishes PICTURIZED data—and makes a detailed analysis instantly available. That's why RAND means VISIBLE Business Control.

RAND is doing this for thousands of businesses and with every known kind of record. Let the RAND man—trained to analyze business records—show how RAND can help you. There's no obligation. Phone him today or write direct, enclosing a sample of your present records.

Rand Company, Inc.
606 Rand Building
North Tonawanda, N. Y.

Originators
and World's Largest
Manufacturers of
And the Panels or Trays

Green placed in Rand Trace

Equipment



Which pockets

are carried in

Rand Panels

or Trays

But usually the purchasing agent's authority lies midway between these two extremes. He is more or less dependent upon the advice and suggestions of the operating department, the sales department, the engineering division or other officials, even though he may use individual judgment as well. Companies who wish to sell to these industrial markets must, therefore, cultivate more than one man in the organization, if they hope to get repeated business.

TABLE A	
INDUSTRY	VALUE OF PRODUCTS
Food and kindred products	
Iron and steel, and products	9,403,634,265
Textiles and their products	9,216,102,814
Miscellaneous industries	6,180,255,709
Chemicals and allied products	5,610,299,073
Vehicles-land transportation	4.058,911,515
Lumber and remanufactures	
Paper and printing	3,012,583,990
Other metal products	2.760,293,568
Leather and finished products	
Railroad repair shops	1,354,446,094
Stone, clay and glass products	1,085,528,926
Tobacco manufacturers	1,012,933,213
Liquors and beverages	
All industries	\$62,418,078,773

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TABLE B	
INDUSTRY CO	ST OF MATERIALS
Food and kindred products Textiles and products	
Iron and steel, and products	4,815,885,004
Chemicals and allied products	
Miscellaneous industries Vehicles—land transportation	
Other metal products	
Leather and finished products	
Lumber and remanufactures	
Paper and printing	
Tobacco manufacturers	
Stone, clay and glass products	
Liquors and beverages	222,776,314
All industries	.\$37,376,380,283

The average unit sale in the industrial field is, of course, much larger than unit sales to the ultimate user of the finished product. A paper manufacturer or jobber sold a thousand dollars' worth of paper to the publisher whose finished product was purchased for two dollars by the book-lover. It is, therefore, possible and logical for sellers in the industrial market to use intensive and even expensive follow-up methods to get the order direct, or to pave the way for a salesman. A chart, by which sales executives can determine the amount of this work that is profitable, was given on page 498 of the April issue of SALES MANAGEMENT.

The influence that miscellaneous officials in the organization have, in placing the order when the final form comes from a purchasing agent, is of varying strength. It ranges from mere suggestions, or the specification "similar to such and such brand," up to the absolute dictation of one brand of goods. In the former case, the name is voluntarily suggested as a guide but not as a limitation on the purchasing agent. Yet even a suggestion of this kind carries a great deal of weight in the final decision. The purchase order usually goes out for the suggested brand if its quality, and price are on a par with competing products.

This voluntary suggestion is usually secured through advertising in business papers, through direct-by-mail work, or a combination of the two. The most suc-

(Continued on page 805)

When the Buyer Unloads His Troubles

By A. H. Deute

General Sales Manager, Borden Sales Company, Inc.

Nothing plays havoc with a salesman's morale quicker than the buyer who pours out his troubles to every man who tries to sell him something. Then there is the grouchy dealer who must dust off his shelves every time he sees a salesman approaching. Mr. Deute has been all through these problems. In a recent address before the Philadelphia Sales Managers' Club he made some helpful suggestions that will aid any sales manager help his salesmen meet these common problems. The article below is a part of Mr. Deute's address.

ET me tell you about a salesman we have out in the West which, by the way, is just full of good men. He had the hardest time to learn how to put it over, he could not learn his sales talk, and he could not learn the stock answers to the obstacles which were placed in his path. After he got out of a store, he would remember why he had been stumped, why he had failed to sell, but he could not think fast enough to overcome them. His district manager got to talking with him, and he said to him, "You get yourself printed a lot of little cards, large enough to slip in your pocket, and remember everything you put down to show the concrete reason in every case why you were stumped. Every objection you meet, you set that down and then work out the answer, the best answer you can make; and after you write the answer down, you study it.

"Go along that way; every day you meet an obstacle you haven't met before, put it on your list, add it to the ones you have." That was a good suggestion. He only had twenty-seven cards, twenty-seven reasons why a dealer would not buy from him. He studied the objections and the answers, and they were in pretty good shape. Whenever he got into a man's store, and a man would spring an obstacle or an objection, this man would take out his list-which he always carried around with him-and if he "sprang" something on him he would reply, "Wait a minute, wait a minute, I will tell you, I've got it right here, I will give it to you," and he would give it to him. Then he would go on, "and there are twenty-six more reasons why you don't want to buy, look at them, there they all are." He told them some they had never heard of, or never even thought of, but he had them on his list. All the objections they could think of

An Original Sales Plan

From that time on, he used that as his sales talk. This is how he worked it: He would enter a man's store, say nothing, but just lay his cards out on the counter like a man playing solitaire. The dealer would say, "What have you got there?" But the salesman has not said a word this whole time, just studying his cards, and he does not say a word until the dealer comes to him. Finally, when the dealer is interested, the salesman says, "Come on around and I will show you; there are twenty-seven reasons why you don't want to buy from

a Borden salesman. I've got them all here. I'm only a rotten salesman, I can't sell anything—come here and we'll go over these facts; I have written all the answers that have ever been made, and you simply can't think of any more reasons." That man is one of the best we have, even if his method is an odd one. It's a funny sales talk that he uses, but it gets results.

When Form Letters Go Wrong

I think the biggest mistake a sales manager makes is using regular form letters, and I do not think you get anywhere with it. A fellow told me about a chap who found a bedbug in his berth, just an ordinary bedbug, and he wanted to tell somebody about it, so he wrote to the president of the railroad.

This is the letter, "Dear Sir: Now, this is probably not a common occurrence, but I found a bedbug in my berth. Most people would not notice such a thing, or probably you never heard from such people, but I thought you ought to know about it, and I am writing to tell you about it, and I think something ought to be done about it." Now, after he had told all about this bedbug to the president, he got a letter back from the president-a big, fine, heavy letterhead, embossed "The President's Office." The answer was about like this-that it was most unheard of thing for the "New Port Eastern," and they would fix it. would destroy the inside section of this car—in fact, take the whole car and throw it away, scrap it. This is the way the "New Port Kastern" gives service. . . That was the letterhead, but whoever sent it out had failed to detach the little slip that ordinarily would be filed; it was a little notice on a piece of paper stuck on the back-the stenographer had just neglected to file it-and there on the back of the letter were the words, "What shall we do about it?" and beneath that, "Send the damn fool the bedbug letter."

One of the common stock arguments we bump into is the dealer who is afraid. You know, one of these days I am going to get up a little calendar—January, February, March, April, May—and I am going to put opposite the month the stock obstacle, the stock reason for that month. January: "We are going to buy, but it's too early after the first of the year, and we are taking inventory"; February: "A short month and we've got work to do." March: "There appears to be a decline." April: "We are going to have a decline." May: "We'll

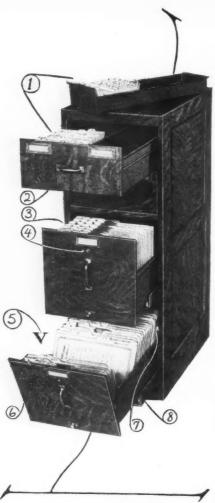
certainly wait for another month." June:
"Getting into warm weather." Fourth of
July: "Nothing doing until the middle
of August." August: "People are all
away from home." September: "Don't
know what?" It is one thing or another
—they can't buy at the time. November: "Couldn't think of buying anything." December: "Nobody buys anything in December." These are the same
old stock arguments, all over the country, month to month—the dealer seems to
have a sense of fear about buying.

We run into that stock argument frequently—the man who says, "I will buy of you if you will give me the exclusive sale of your product, but I don't want anybody to interfere." We can't sell exclusively, we have got to sell everybody. Of course, we could easily start an argument with him, but you find it much simpler and you get better results if you avoid one. Several of our fellows say, "What, do you mean to deny that guy across the street from you a chance to make some money? You are not that kind of a fellow, you look to be pretty decent, you must be 'kidding' me."

"That Reminds Me!"

That brings to mind the story about a couple of Hebrews down in Texas, who went into the clothing business between them as partners. They got a little money together, and they worked together, and each wanted to see the other succeed; they eventually had a fire sale and split up. Moe left the business and went across the avenue and opened a store of his own; but Jake had his own ideas, too, and he would just pull the people in his store, absolutely "rough stuff." Jake was pretty fast on his Jake was pretty fast on his feet, and between them they did the largest clothing store business in Texas -the other stores simply could not keep up. Well, as the story goes, both of these men got to be very rich, and had all the money they knew what to do with, and an angel came to Jake in a dream.

The angel said, "Jake, you have been a good business man, a fine fellow, and I am going to do something for you: you can make three wishes, and you can have anything you wish for." "That's nice," says Jake, "I ask for one million dollars." "All right." "Maybe two millions, yes?" "All right." "Can't you make it five millions?" "That's all right, make it five millions, but there is one thing I want to tell you. There is a string attached to this thing. Whatever you do and wish for, Moe will get just twice



The Greatest Development in FILES and DESKS

FILING cabinets and Utility desks that hold records ready for your use, instead of blindly FILING cabinets and Utility desks that hold records ready for your use, instead of blindly keeping them from you. Here is convenience, case and accurate speed of reference never before experienced. These improvements will bring new standards of filing efficiency and economy in your office:

1. New "Lift-Out" steel trays in all standard card sizes. Easily handled outside of case, felt hottoms.

1. New "Lift-Out card sizes. Easily handled outside felt bottoms.

2. New "Tray-Drawer" on improved roller bearing steel slide. For "Lift-Out" card trays, interchangeable.

3. Records held under safe compression without adjustment of follower.

4. Safety drawer latch prevents accidental specific description.

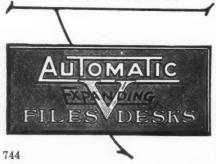
Safety drawer latch prevents accidental opening.
 Famous Automatic V Expansion opens "Likea-Book" for instant, convenient reference.

Famous Automatic V Expansion opens "Like-a-Book" for instant, convenient reference.
 Drawer front tilts forward and follower tilts backward automatically.
 Improved 6-roller bearing positive locking, automatically tilting follower.
 Strong, quiet 10-roller bearing steel slide gives easiest drawer action.
 Automatic Files and Desks are made in sizes and styles for every business. Wood outside—steel inside; double the advantages of either alone and nono of the disadvantages. All these improvements at no greater cost. Learn how you can save and gain.
 SEND FOR— Libity Det Catalor No. 23S.

SEND FOR— New File Catalog No. 24S New System Catalog No. 25S New System Catalog No. 25S

THE AUTOMATIC FILE & INDEX CO. ESTABLISHED 1901 West Sixth Street, GREEN BAY, WISCONSIN

Chicago Branch, 29 S. LaSalle St.; New York, 70 Duane St.; Los Angeles, 420 S. Spring St. Milwaukee, 425 East Water St.



that, just double that." "Oh, that's different, I don't know about that; if I get five million, he gets ten?" "Yes." Jake looked down and scratched his head thoughtfully for a minute, "Whatever I get, Moe gets just twice? Well, I want that I should lose one eye."

The Exclusive Agency Problem

When you hear that talk about having to get an exclusive agency, and those little things, we have to handle them in some way. The best thing is to stand up there before your dealer and talk it over with him, rather than get into a fight with him. If you don't sell him, you may sell that fellow around the corner. Don't antagonize him! You can't sell everybody all the time, but don't antagonize them. If you can't sell a man the right way, don't attempt it the wrong way. Try to see his problem, the problem from his viewpoint, and if he won't get your viewpoint, that you are trying to pass on to him, why just simply pass on yourself. Probably he has bad three or four cranks, or cranky women in his store. I saw a rotten thing a few weeks ago. I was in a dealer's store, and the fellow had some crates of strawberries standing on the counter, and a woman came in and took all the boxes, and pinched this one and pinched that one. If there is anything in this world that is rotten, it is for a woman to pinch strawberries, taking them out of the boxes and pinching them. But what could he There was this woman in the store, and he saw her, and what can aggravate a man more than for a woman to pinch strawberries? She probably started dry rot in half of the berries. Well, he managed to smile at her and she walked out of the store. He looked at us, and said, "Well, what do you fellows want? don't want to talk to any salesmen." I said, "Well, we are not pinching your strawberries, are we?" "Did you see that?" he asked us, "I get all out of temper and patience with such people who look around and pinch strawberries, and everything else." I said, "Why don't you do what the Jew did, in whose store the women used to come and pinch thingshe put up a sign, "If you must pinch anything, pinch the cocoanut." I said, "Why don't you put up a sign like that, 'If you must pinch, pinch the cocoanut.'

Dealers Like to Tell Their Troubles

Well, that fellow told us in a few minutes all of his troubles. He told us about the women in the neighborhood who would go out of his store and go to the chain store instead. I have listened to so much of this stuff, but it is good business to listen. This selling business is profitable to us.

Any of you who get fifty thousand a year get it because your sales are sometimes hard to get. It is only when business is rotten that we can justify ourselves. We can always find something to cheer ourselves up, no matter how rotten things are-there is some bright side to it, there's the preacher down South-let me tell you about him. He had been preaching for forty yearsa sincere, honest fellow, preaching for forty years-and somehow had been able

to get along and take care of his modest little home, where he was called upon to do all sorts of domestic chores by his wife, a tall, lean, lanky woman, six foot three, and he a little fellow. They were pretty well balanced up. Well, this fellow had three sons, great big husky youths, and he used to read a long chapter to them out of the Bible every day; that was his only relaxation, and outside of that, and his preaching, he was doing his chores and jobbing around.

Another Story About Old Noah

This particular day, he had called his boys together and read them a chapter out of the Bible and had marked a chapter for the next day, marked it with one of those pink ribbons. And when he laid the Bible down, the boys noticed the place, and they looked at it, and it started up here and ran down here, and then up on the other page where it went from up there to way down here. Well, they thought about the morrow, and all they would have to listen to, so the boys took two of the pages, and pasted them together so it looked like one page, and laid the Bible down on the table with the ribbon marker in it. Well, the next day, the old man picked up the book and read, "And it came to pass that when Noah was an hundred and twenty years old, he took unto himself a wife, and (turning the page) she was an hundred and forty cubits in length, and forty cubits in width, made of solid oak, and the height thereof shall be thirty cubits"-the preacher paused; he had never read that before, but there it was. He laid the Bible down and said, "Well, boys, that's what it says. Now I have always told you to come to the Bible for consolation. I see someone has had his troubles, I thought I was the most oppressed and burdened down man in the world, but now I know I am not alone. After reading what I have, I know how Noah must have suffered."

Although the "Made-in-Australia" campaign is making progress, Trade Commissioner J. W. Sanger informs the Department of Commerce that nearly one-sixth of Australia's imports in February came from the United States. Automotive, lumber and textile imports, except knitted apparel, show steady increases. Sales managers in the automobile business should keep in mind that Australia is now the best foreign automotive customer of the United States, and is said to be importing more automobiles than any other country in the world.

That large opportunities for the sale of automobile tires exist in Argentine is indicated by the fact that this market is entirely dependent on imports. Its registration of motor cars numbers approximately 80,000, which makes this market about equal in size to the Australian.

Of further interest to the sales manager in the rubber goods line is the fact that the normal market for Americanmade mechanical rubber goods is greatly in excess of \$100,000, while in 1922 exports from the United States fell below

A. A. C. of W. Convention Program

THE nineteenth annual convention of the Associated Advertising Clubs of the World, to be held June 3rd-7th in Atlantic City, promises to be one of the most interesting yet held. "New Tasks for Advertising," seems to be the general theme of the entire convention, as well as the theme of the Monday morning meeting. The usual inspirational meeting on Sunday will be held, at which time Fred B. Smith of the Johns-Manville, Inc., will address the convention on "Advertising and the World Outlook."

Senator Walter Edge of New Jersey, who is also chairman of the Board of Directors of the Dorland Agency will speak on "What the United States Government Has to Advertise." Another talk scheduled for Monday morning is an address by F. M. Feiker of the McGraw-Hill Company who will speak on "Elimination of Waste in Industry." Mr.

Feiker is Herbert Hoover's personal assistant in making a world survey of raw material supplies for the Department of

Carl Williams, president of the American Cotton Growers' Exchange, and editor of the Oklahoma-Farmer Stockman, will handle the subject, "What Advertising Can Do for Agriculture." Floyd Parsons will have as his subject, "What Advertising Can Do for the Public Utility Field," and George M. Graham, vice-president of the Chandler Motor Car Company will tell "What Advertising Can Do for the Automotive Field."

Other prominent speakers will be A. C. Bedford, chairman of the board of directors of the Standard Oil Company, will speak on the subject, "What the Associated Advertising Clubs Can Do for Business." George W. Hopkins, vice-president of the Columbia Graphophone Company will tell of the work of the Speaker's Bureau, while Paul T. Cherington, of J. Walter Thompson Company, will be assigned to tell of the work of the Educational Committee during the past year.

Stanley Q. Grady of the Dairymen's League will speak Wednesday afternoon on the work of "Marketing for 76,000

The usual fight among the various cities for the next convention takes on an international aspect this year as the Irish and British delegations are coming over with the avowed purpose of landing the convention for 1924 for London. While the bets are being placed on London, nevertheless Houston and other Texas cities expect to put up a strong fight for the convention in 1924.

Seventeen departments will be represented in the Educational Exhibit which will be held on the Steep Pier.

C. K. Woodbridge, president of the Dictaphone Corporation of New York was chairman of the Program Committee, and was assisted by Rowe Stewart of the Philadelphia Record, Harry D. Robbins, president, H. D. Robbins Co., T. W. LeQuatte, of Des Moines, Rollin Ayres, Zellerbach Paper Company, San Francisco, and others.



Mr. Sales Manager-

Most of your salesmen are Elks Most of your dealers and prospects are Elks 2 out of every 5 dealers on this street are Elks

ERCHANTS know the Elk families in their community. The definite quality and quantity of Elk circulation enables the dealer to visualize The Elks Magazine's sales influence for him in his territory.

You will find that many of your salesmen are Elks. Each of them will know that the advertising of the product he is selling, when run in The Elks Magazine, reaches a very tangible market in his territory.

Elk salesmen know how to merchandise advertising in The Elks Magazine because in every town to which they go, they can tell their dealers the actual number of families being reached with this publication.

The Elks Magazine reaches more merchants than any other general magazine of equal circulation. An actual tabulation of Elk dealers in the Automobile, Haberdasher, Drug and Hardware business alone shows nearly 30,000 Elk merchants who are back of The Elks Magazine and the products advertised in its pages.

We have the proof. Would you like to see it?



The largest proved male circulation in America 50 East 42nd St., New York, N. Y.

Brighten the correction where you are

RIGHTEN the corners where your products are. Brighten them with 24-sheet posters, 3-sheets, painted displays, electrics.

There will be *more* corners where your products are after you brighten up with mural advertising.

Brighten the faces of your directors with upward-trending sales curves.

To out-advertise, advertise outdoors.

Put your problem up to an outdoor advertising agency, *the* Outdoor Advertising Agency of America, Inc.

O-DOUBLE-A

OUTDOOR ADVI

Poster Advertising

NOR STUEST 40th SChicago

orner orner



Cost of One Month's Posting in the Country's Most Prosperous Cities

From every indication—Federal Reserve Board's figures—reports on employment —bank deposits—building conditions trade volume and like guide posts, these cities lead in prosperity

Pop. ir Town Thousan		Reg.	No. of Sp. Panels	No. o
Birmingham, Ala 200	287.20	26	4	30
Los Angeles, Cal 750	1,375.00	. 34	34	68
Denver, Colo 256	381.60	28	6	34
Hartford, Conn 138	214.80	16	3	19
Indianapolis, Ind 314	470.40	32	8	40
New Orleans, La 387	459.20	36	8	44
Baltimore, Md 762	808.80	54	14	68
Boston, Mass 748	1,216.00	80	. 20	100
Detroit, Mich 993	1,260.00	56	24	80
Minneapolis, Minn. 380	499.20	36	8	44
Kansas City, Mo. 324	430.40	32	8	40
Trenton, N. J 121	255.00	18	4	22
Syracuse, N. Y 171	201.60	28	****	28
Akron, O 208	309.60	18	6	24
Cincinnati, O 410	588.00	40	10	50
Cleveland, O 865	990.00	44	22	66
Columbus, O 261	381.60	28	6	34
Dayton, O 127	258.40	22	4	26
Toledo, O 243	367.20	26	6	32
Portland, Ore 258	550.00	14	14	28
Philadelphia, Pa1,823	1,058.40	72	18	90
Pittsburgh, Pa 695 Dist.	804.00	70	10	80
Reading, Pa 107	189.60	18	2	20
Scranton, Pa 137	249.60	18	4	22
Chattanooga, Tenn. 57	136.40	12	2	14
Nashville, Tenn 125	229.60	18	4	22
Galveston, Tex 46	86.40	12	**	12
Seattle, Wash 315	625.00	16	16	32
Milwaukee, Wis 457	627.60	42	10	52
N. B.—The above rates 1923. No 1924 rat		t presen	t or from	July 1,

Posting space is not always open in some of the cities listed. We are in position to give a painted display that compares with the cost of a poster showing in those cities where posting space is not open. Our Department of Painted Display is at your service.

products

posters,

re your

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tdoors.

outdoor

ertising

The new monogram of a not-so-new company, signifying complete advertising agency service in the outdoor field



RTISING AGENCY

ERICA, INC.

ORDHEM CO.

OhSt. NewYork

Ad. (12)

Pittsburgh

Painted Displays

COMPLIMENTARY TO SALES EXECUTIVES

Put Your Trade-Mark in Your Prospect's Pocket

by

Pencil Advertising

The National Personal Appeal Medium

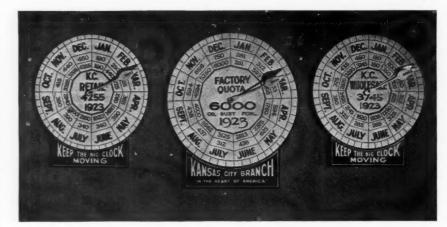
The FARAGRAPHIC Process of stamping on Round Pencils is the only effective way to reproduce your TRADE-MARK. Unlike ink printing it gives a dignified and permanent impression. To quote a user:

"You certainly have accomplished something very unique and distinctive and you are in a class entirely your own."

Individual NAME-PENCILS will "break the ice" for your salesmen.

Address us on your business stationery and you will receive a set of high-grade Pencils with YOUR NAME stamped in GOLD.

FARRAR-PRATT, INC. 554 Seventh Avenue New York



The white hands indicate actual sales, and the dark ones represent quota

Two Quota Boards That Are Speeding Sales

Plans for Picturing Sales Progress in Use by Eureka Vacuum Cleaner Company and Minneapolis Heat Regulator Company

"C UR factory asked us for 6,000 net sales from this branch for the year," R. W. Howard, manager of the Kansas City Branch of the Eureka Vacuum Cleaner Company, said in explaining the clocks pictured above, "consequently some scheme of division was necessary in order that quota might be split up by months over both the retail and wholesale business.

"The clock on the left designated 'K. C. Retail' you will notice totals 4,255. The clock designated as 'K. C. Wholesale' totals 3,745, totalling 8,000 sales, or 2,000 in excess of the big clock in the center. We are shooting at 8,000 sales to insure a minimum of 6,000 which is the quota.

"We are constantly watching the two small clocks, for if they are ticking properly the big clock will take care of itself. We painted the hand representing quota red, and the hand representing actual sales white. When this picture was taken in February the white hands were slightly ahead of the red hands, indicating that sales were running ahead of quota. This is the way we want to keep them all year, and by having them constantly before us we can always see just how we stand in reference to the quota.

"In order to insure the proper amount of work by each member of the force each month's quota is split up and assigned to the various members. Take the January retail quota of one hundred and ninety sales. This was split up among our supervisory heads, who in turn placed quotas upon each of their salesmen. The same plan was followed by the wholesale branch of the business.

"Each month the supervisors and branch office head put up cash prizes which go to the "Quota Busters." The supervisors manage to work up considerable rivalry among the men, and the plan seems to create a fighting and hard hitting spirit that is keeping the clocks 'ticking' so fast that the sales hands of the clocks will keep slightly ahead of the quota hands during the entire year."

The plan described by Mr. Howard is one that can be widely used in almost any line of business, and is of course very simple, yet it seems to have the desired effect in keeping the men interested and on the alert to "keep the clock ticking."

Another plan which is being used by the Minneapolis Heat Regulator Company brings in a touch of humor borrowed from the popular cartoon strip which features Barney Google and his famous race horse, "Spark Plug." The Minneapolis folks have inaugurated a contest among their Twin City salesmen which will run during the entire year. They have prepared a big board to represent a race track. This track is divided in twelve sections, each section representing one month's quota. The monthly spaces are again divided into a space for each working day.

Every salesman is assigned a "horse."
"Spark Plug" represents quota and is advanced one space each day, the idea being that every salesman should average one sale a day. Every salesman has a different colored horse, and for every sale he makes his horse is advanced one space. For example, on January 31st "Spark Plug" was on the twenty-sixth line, which meant that there were twenty-six working days in the month and that every salesman must have sold twenty-six of our regulators to be even with "Spark Plug."

"This board has proved a wonderful idea for keeping up the interest of our salesmen. The men and the officials of the company can tell at any time how many regulators have been sold up to date," says Wm. F. Arnold of the Minneapolis Heat Regulator Company in speaking of the contest and board. "In September when we start coming down

A New Selling Idea that Brings Bigger and More Frequent Sales

A new selling idea employed by a number of large sales organizations has shown extraordinary results. Salesmen of limited experience have beaten the best previous records of the older men while experienced salesmen have found that what they once considered "peak" records were only new starting points for higher records.

HE average Sales Manager, knowing how carefully he has selected his men and how painstakingly he has trained them, is certain that his organization has been made as effective as is humanly possible.

And the salesman who is making his territory produce more than it ever did in the past is apt to feel that neither he nor anyone else could evolve a more advantageous method.

Yet a series of investigations conducted by an Association of experienced Sales Managers has shown beyond all doubt that even the seemingly perfect sales force can be made from ten per cent to twenty-five per cent more productive. Certain simple changes in time-honored methods have produced big increases in the sales volume of old men and new men alike.

The new idea of this Association has been applied during the past several months by the entire sales forces of several large organizations and the results obtained will prove a revelation to every sales manager.

New Idea Increases Sales

In every single instance where this new idea has been applied the sales volume has begun to improve—within three weeks. These increases have been secured even among those well-known organizations which have always been noted for their efficiency and for the high quality of their representatives. It is conservative to say that there isn't a sales force in the country that cannot effect an increase of at least ten per cent by the use of this idea—that is the lowest increase that has ever been reported. The average increase is above twenty-five per cent. And there are a goodly number of increases reported of fifty per cent with a few cases where the sales volume has been doubled. And the officials of these organizations give full credit for these remarkable increases to this remarkable new idea.

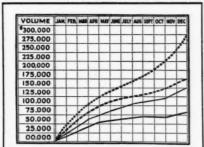
A well-known Sales Manager in the East said: "In 1922 we went ahead of 1921 by forty per cent. A small portion of this increase was due to better business conditions, but at least three-quarters of our big volume was due to the use of these advanced methods by the men in our sales force."

"Some of our new men are selling as much as our older men formerly did," writes the Vice-President of a wholesale house. "On the other hand our older

men are leaving the previous records far behind. We wish this Recontribution Plan had been available years ago."

How This New Idea Was Applied

This Association had classified every type of problem that ever confronted a salesman—problems taken from the experience of hundreds of Sales Managers who had



The lower dotted line shows the average sales record over a period of twelve months of ten senior or "first division" salesmen during 1921. The upper line shows the 1922 record. Beginning with December, 1921, these men had been given thorough instructions in the new methods. And while business conditions were slightly better in 1922 the average increase obtained by other firms in this line did not begin to approach the increase obtained by this organization. The solid lines represent the average results produced by a number of "second division" salesmen in 1921 and 1922, respectively. These men had also studied the new methods in December, 1921. And in 1922 they very closely approximated the best previous records of the older men.

spent their best years on the road. These were problems in which competition, deliveries, prices, prejudices or personalities, had operated against the salesman so strongly that results seemed impossible. Yet every one of these problems have been solved.

If this new idea dealt with nothing more than the hundreds of ways in which such obstacles have been overcome it would be priceless and would be the most valuable assistance any Sales Manager could have. But the Association regards, as of equal importance, its personalized applications of this new idea to every conceivable business and product, the personal service which deals with the definite selling problems of each individual salesman.

And one of the most surprising and most welcome features of this new idea is the way in which it has built up loyalty to the house.

A Chicago Sales Manager writes: "We used to think that we must lose, on an average, ten good men a year. Other houses were able to offer our men inducements that, on the surface, seemed so good that our men were easily weaned away from us. But the application of this new idea of your Association has had a better effect on our men than anything we' could tell them personally and we have not lost a man whom we really wanted to keep during the last ten months."

Even Old Salesmen Welcome This New Idea

The new idea is not "theoretical" in the slightest degree. It is so practical that even the old-school salesmen, who look with suspicion on any instructions, are impressed deeply by the information and help given them. And it has happened in every case, that the older salesmen are soon as enthusiastic over this new principle in selling as the newer salesmen.

Send for Synopsis and Charts

You can increase your sales volume from ten per cent to fifty per cent and more just as other organizations have done by applying what we call our Recontribution Plan. It doesn't matter what your line is, nor whether you sell to factories, wholesalers, retailers, or purchasing agents or direct to the public—here is a wealth of information, inspiration, precedent and personal study of your problems, that will make every man on your force a better salesman.

Let us show you, without obligation on your part, how this wealth of selling information may be imparted to your men. Let us explain more fully the remarkable value and the wide scope of this plan. It will be a revelation to you. Simply write on your business stationery and a complete synopsis of this remarkable new idea will be mailed together with explanatory charts which show you, your associates, your salesmen and your Directors, at a glance, how easily you may increase—perhaps double—the efficiency of your organization. No obligation whatever.

National Salesmen's Training Association

53 West Jackson Boulevard, Chicago, Illinois

OVERTISING agencies are of all sorts and sizes. No one size is in itself evidence of excellence in thought or service. Some sales-managers consider themselves fortunate to have found an allectising agency not too large to be responsive and flexible, large and old enough to be responsible and efficient.

> FONDA-HAUPT COMPANY, INC.

286 FIFTH AVENUE NEW YORK

An advertising agency that fits its work and its suggestions to the needs and the ideas of the individual business executive and sales - manager

INQUIRIES ARE WELCOME

the home stretch it is going to be mighty interesting to see just how much some of the salesmen can beat 'Spark Plug.'
From all indications it looks as though several of the salesmen are going to leave him quite a way behind.

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After reading of these two contests many sales managers will perhaps won-der how they can use the same idea in running a contest and quota scoreboard where it is impossible for the salesmen to come into the office daily or weekly to watch the quota board. Several methods can be used to keep outside salesmen interested in the boards. One plan is to have a photograph made of the board, and from it make a halftone cut. Then get a rubber stamp made of the various "horses," or clock hands, or whatever you use to indicate the progress of the men. Daily or weekly you can then take the blank quota board and on the picture the standing of the various men. One concern which has only about twenty salesmen uses the clock idea and draws in the hands of the clock, which represent the sales and quota with colored pencils. This requires only a few minutes' work each week and provides the salesmen with a picture of their sales at regular intervals, letting them know just how they stand in comparison with their quotas or the other salesmen.

What the Boards Accomplish

The greatest benefit to the sales manager which is derived from these contests is that they provide a good natured prod for the salesmen at all times. Instead of having to write letters, calling attention to slow sales, the sales manager can use the quota board for some good natured remarks to certain salesmen who are behind in the race, and thus "kid" them into greater production. "It is a painless way to drive a salesman, constantly lashing them on to greater efforts, without giving them a chance to feel the sting of the lash."

In working out these contests and quota plans one sales manager makes it a point not to promise all his prize money in one wad at the end of the contest. Half the trick in running a successful contest is in keeping the interest at a white heat. The minute it begins to lag, interest falls to a low ebb, and the contest is a dead issue, incapable of being revived. Plan for prizes for the first man to reach the quarter post, if it is a race track contest, or a prize for the first home run, if it is a baseball contest. All sorts of side prizes, are much better than one or two big final prizes which are won only after a long period of hard work.

Another feature of plans such as the ones described above is that it gives the sales manager a chance to even up the peaks and valleys in the sales curve. In laying out the quotas one sales manager deliberately sets high quotas in some of the slack months, and hangs up worth while prizes for sales production in those months. Without telling the men that they must work harder because of certain slack months he automatically gets this result, by reason of the added interest in the contest during the months when there is greatest opportunity to win some of the prizes.

How Armour Gets Store Advertising

The Sales Manager of Even the Smallest Concern Can Make Use of the Same Plan That Puts Armour Displays in 85,000 Stores Every Year

By Will G. Milton

A N Armour salesman in Milwaukee recently installed a window display in the meat market of A. Klahorst. While the display was in the window it nearly doubled the sales of Armour products in that market. Two or three days after the display was installed a competitive market called up the Armour branch and wanted to know what he would have to do to get the same sort of display installed in his market. He was told that an order for a reasonable quantity of smoked meats would obtain the display.

This market had been a spasmodic customer, but the demand created by the window display taught the proprietor the wisdom of handling Armour products regularly. Two other butchers from nearby districts saw these two displays and requested that their stores be similarly decorated. As a result of one display, put in by a regular salesman, Armour placed three displays, doubled the business of one dealer, made a regular customer out of another, and taught

two others that it was possible for them to sell the higher priced specialties as well as the medium grades which they had been formerly selling.

Instances such as this are happening every day, in all parts of the country. Regardless of the known value of store displays, Armour salesmen, like all other salesmen have to be sold on the value of display work. Naturally, this cannot be done in an organization the size of Armour's without a well-directed, carefully organized system. Armour has such a system, known in the organization as the Dealer Service Department, under the supervision of Thomas C. Costello.

In the general offices at Chicago there is a display studio where all displays are planned, designed and built. In this studio there is a regular show window, as typical of the thousands of windows over the country as it can be made. Before any display material is ordered it is first built in dummy fashion and set up in this studio, where various members of the selling organization have an oppunity to make necessary suggestions for changes and improvements.

service man reaches a branch house with his car he works out of that branch with the salesmen. While the salesman with whom he is traveling is taking the dealer's order the display man is installing a display in the store. Perhaps it is a window display, a special counter trim, or a wall display high above the counters. Enough material is carried so that any available space in the store may be made use of in such a way that it will look as if the material was made especially for that particular space or window.

There are eighty-six different pieces of display material available, in addition to various stock items used in display work, such as crepe paper, bunting, paper flowers, doilies, etc. Every branch office is supplied with a quantity of this material, which is billed out, just as the branch is billed with products which are to be sold. This plan of billing militates against waste or ordering too liberally by the branch manager.

The thirty-four dealer display men are charged with the responsibility of teaching the regular line salesmen to trim stores and windows. It is their duty to explain the uses of the various pieces of display material, and to give each salesman, with whom they work, a rudimentary knowledge of display work, so that when a salesman trims a store or window it will not look as if the display was just hung up, or tacked against the wall as an afterthought, but rather as if it was especially designed for the very space it occupies.

In the studio at Chicago new displays are constantly being worked out. When a display has been completed a photostatic copy is made and sent to each branch office so that it may be posted on the bulletin board to give new ideas to the salesmen. In some instances photostatic copies are made for each salesman, punched to fit the salesmen's manuals, so that they may be always handy for his guidance when putting in displays.

Records in the dealer service department show that the thirty-four special dealer service men average fifty displays a week, or 2,500 per year. Thus we see that the department's thirty-four men decorate on an average of 85,000 stores per year. This does not always mean that an elaborate display has been put in each of these 85,000 stores, but it does mean that 85,000 stores have been visited by a trained display man, who has put in some sort of decoration or display, right in the store where the goods are on sale.

These traveling dealer service men are recruited, as a rule, from the home office organization at Chicago. They are usually young men who are ambitious to



The Armour dealer service men were quick to grasp the news value of their Luxor brand toilet articles when King Tut made front pages everywhere. Top picture shows one of the thirty-two dealer service cars that carry Armour decorators all over the country.



SALESMEN'S samples are valuable. They represent investment. Insure them against loss from fire and the risks of transportation.

A North America Commercial Travelers' Policy will protect the samples of one salesman or the sample lines of an entire force, at a small cost.

The wise sales executive and the efficient salesman always carry Sample Insurance.

Investigate today before the loss of tomorrow.

Insurance Company of North America

PHILADELPHIA

Founded 1792

"The Oldest American Fire and Marine Insurance Company"



Pin this coupon to your letterhead

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1	nsurance Company of North America, Third & Walnut Streets, Philadelphia, Dept. X	-
/	Name	
	Street	
771	CityState	

Wants Information on Commercial Travelers' Sample Insurance

go on the road, or to eventually qualify for the sales department. Before they are sent cut they are trained in display work, and taught how to decorate various types of stores and windows. The display work gives them an opportunity to travel with experienced salesmen, learn how to meet the trade, gain experience in the sale of packing-house products, and all their various by-products.

The display men do not travel with the Armour specialty salesmen. They travel only with the salesmen known as the general line men. They do, however, put in special displays for the soap salesmen or other specialty men, when requested.

How Displays Are Planned

"We plan our displays as far ahead as possible," said Mr. Costello, when interviewed in the studio at Chicago. "We try to start planning our special Easter displays about Labor Day. By December first we have made all necessary changes, obtained approval of the various executives, and are ready to place the orders with the lithographers."

Sales managers of many smaller concerns can use some of the Armour methods, if they desire, to insure their products of getting adequate representation in stores. In almost every organization, no matter how small, the sales manager can find one or two young men who have a knack for decorating windows. If it is practicable, it is a good idea to set up a sort of dummy window in any unused space available, so that these young men may be given a place to work out displays. Photographs of these displays should be made and placed in the hands of salesmen, with typewritten or mimeographed descriptions of the materials used.

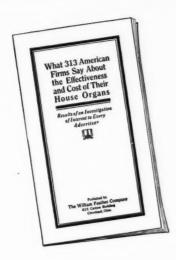
What Other Sales Managers Can Use

A stock of crepe paper, artificial flowers, or vines, and other decorative material should be on hand for the salesman to order out for use in connection with display material. Some sales managers follow the plan of using a store handy to the factory to try out new window display ideas. Photographic, or photostatic, copies of these displays are sent to the salesmen so they may be able to set up a window quickly from the suggestions. Photographs of the windows often form useful additions to the salesmanuals so the salesmen can offer suggestions to the dealers for displaying the goods.

We often hear sales managers complaining about the waste in dealer helps and display material. Nearly all of this waste is caused by a haphazard method of handling the material, and from not giving the salesmen the necessary help in showing them how to use it, once it is available. When the lithographer has been given the final O. K. of the sketches or proofs the real work has just begun, and the sales manager who gets the greatest value out of the material is the one who has the most definite plans for its use, in connection with his salesmen and dealers.

In many sales organizations several dealer service men can be used to advantage, for work in connection with the

Two Booklets for the Asking



What 313 American Firms Say About the Effectiveness and Cost of Their House Organs, an analysis of the House Organ made from 313 replies to a questionnaire sent to 710 companies known to be users of that form of Direct Advertising.

None of our clients included.

How to Use a William Feather Magazine, observations based on our own experience in publishing house magazines for over thirty different companies in as many different lines of business.

Such essentials treated as Building a List, Choosing a Name, Checking Results.

We will gladly place copies of these booklets in the hands of any executive who thinks they



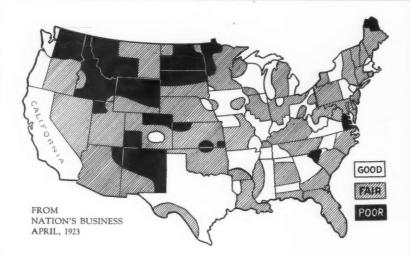
might help him to make use—or better use—of the House Magazine as a Direct-Mail Advertising medium.

The William Feather Company

611 Caxton Building, Cleveland, Ohio Carter & Hudson, Representatives 30 N. Michigan Blvd., Chicago, Ill.

William Feather Magazines

Interesting—Stimulating—Informative



Sell More in California Where Business is Better

BUSINESS is better in California! A survey by Archer Wall Douglas to March 15th, appearing in "The Nation's Business," shows California as the only state west of the Mississippi enjoying uniformly good crops, industrial activity and "high pressure" buying markets.

Manufacturers, who are enjoying better-thanaverage business in California, find that they can take advantage of "high pressure" markets by carrying spot stock in San Francisco and Oakland.

With spot stock in any of our eleven warehouses, eastern manufacturers are "in the market." Immediate delivery is possible in competition with local manufacturers and branch houses.

Your salesman can get the business because he can guarantee delivery from spot stock within twenty-four hours after the order is taken. Lawrence Service takes care of receiving, handling, billing, shipping and delivery locally to the jobber or retailer. Accurate and reliable stock-keeping records are outstanding features of our service.

Write for detailed information on this distributing service today. We can give you an analysis of your distribution problem in California.

Al T. Gibson, President AWRENCE WAREHOUSE COMPANY

37 Drumm Street, San Francisco, California

Operating a chain of Warehouses in Central California
Oakland - San Francisco



regular salesmen. These men can be had for small salaries, and if properly trained can easily save their salaries in preventing waste of expensive display material. The display department forms a wonderful training ground for salesmen, and many successful sales departments use this branch of their work for developing and training salesmen.

How Salesmen Learn to Decorate Stores

Armour salesmen are encouraged to write the Dealer Service Department about any display problems they meet. Mr. Costello showed a representative of SALES MANAGEMENT a typical letter from a salesman. He told of a store that had a vacant wall space twelve feet long, eight feet high, for half the length, and four feet high for the balance of the length. The salesman wanted suggestions for decorating this space. A rough pencil sketch was drawn up, and small reproductions of the various pieces of advertising material pasted on the sketch showing just how to use them. A bunting background was suggested, and the salesman was told how to install the display, and trim it up with a lattice work effect, which would make it appear to have been especially made for that particular space.

Dealers appreciate service such as this, and a display of this kind will last many months, for dealers hesitate to tear them down, because of the trouble involved in redecorating the space.

An Armour branch manager, in a letter has summed up his idea of dealer display work in the following words, "We have always felt that to bring our advertising as close as consistent to the article we are advertising," It is indeed a branch of the sales department's work which should be carefully planned, and supervised so that it may be carried out systematically, and efficiently, just as are other sales and advertising activities.

Installation of a telephone system in the city of Tampico, Mexico, seems probable, according to Consul James B. Stewart of that city.

A committee of the American Chamber of Commerce, working in cooperation with Mexican officials, is at present ascertaining how many telephones will be required and how much capital can be raised from local business men toward financing the project. It is said that about 3,000 telephones will be required to meet the initial demand.

Sales managers in food product lines will be interested in the survey recently conducted by the Foodstuff's Division of the Department of Commerce to ascertain the uses of malted milk in a number of foreign countries. The survey covers the production, consumption, and factors affecting the sale of the American product.

Exporters wishing to consult these reports may do so by communicating with the Foodstuffs Division of the Bureau of Foreign and Domestic Commerce and specifying the countries in which they are interested.

ADVERTISING PAGES REMOVED

Sales Managers Frown on Brand Elimination Program

By Waldon Fawcett

Herbert Hoover's enthusiasm for what he calls "simplified practice" in industry reaches directly into the sales manager's problems when he begins to suggest wholesale curtailment of brand names, regardless of the money and sales effort used in establishing them. Washington official-dom seems incapable of understanding that brands are established at staggering expense, and are only put out when there is a good reason for them. Mr. Fawcett's article discusses the Washington viewpoint, as well as the practical side of the question.

T has remained for the national government to precipitate, by its latest activity, a new issue in the sphere of Standardization versus Brand Prestige-here are the contestants as revealed when stripped for action. Only, Uncle Sam does not call it "standardization." He uses the more polite term, "simplification," or "simplified practice in industry." But standardization it is, to the extent that it seeks, by style elimination, to bring out uniformity in sizes, models, etc. And the confessed purpose of this uniformity is to grasp the economies that are supposed to be due from concentration of sales effort on a narrow range of items.

Brand allegeance looms as the one serious obstacle to the realization of Herbert Hoover's dream of a post-war simplification in industry, that would perpetuate the virtues and discard the faults of wartime standardization. That the brand equation is to be reckoned with permanently in this movement for the "snuggling up" or merchandise lines, is now recognized by the officials of the Department of Commerce, who have been at work for some months past on this proposition, and likewise by their cooperators in the Chamber of Commerce of the United States.

New Brands Mean New Business

The spirit of conflict that is involved was brought home to the men at Washington not long ago when the marketing executive of one of the largest producing interests in the country, appealed to in behalf of simplification, said frankly that not only would he not sacrifice any of his existing brands for the sake of consolidation, but he reserved the right to add new brands at will. This sales specialist declared, in the conferences at the capital, that brands are the very life of his business. His logic was that, confronted with a demand from wholesale or retail outlets, for a new or additional brand, the only question before a manufacturer, regardless of how many brands dangle at his belt, is: "Will it sell?"

Ascertainment of the true relationship of brands to standardization or simplification is, confessedly, the big question before Uncle Sam's business annex. The officials at Washington who have declared so confidently that standardization and elimination of excess variety in industry will make for more efficient sales forces, an increased rate of turnover, and

intensified sales momentum, have never aspired, in any of their flights of ambition, to impose standardization upon merchandise lines that are subject to seasonal caprice or submissive to the ever-changing whims of fickle fashion. They became reconciled to that, when an important group of producers of wearing apparel for both sexes, indicated that they were perfectly willing to undertake standardization to a degree, in the case of men's wear, but that they would not attempt it in the case of women's wear. But the officials do not concede that this element of style or fashion appeal is matched as a deterrent to standardization by brand prestige.

The Word Battle Rages

The debate that is in progress, on the issue of whether existing brand good-will is a bar to standardization or simplification, seems to be shaping a super-question that will have to be answered by sales managers. Is the sales value of the brand in the brand itself (meaning the specific, fanciful designation of an individualized product), or is it in the name, as eloquent of origin in a quarter where the buyer reposes confidence? Here is the key riddle, and upon the nature of the accepted answer will depend, the officials admit, the extent to which brand owners may be expected to fall into line for simplification.

Sponsors at Washington of the simplification movement are taking a very interesting stand in this discussion. Their theory is that a "brand," assuming this promiscuously-applied term to be used as a variety designation or a grade-mark, is not a very valuable sales asset-certainly not such a one as should stand in the way of simplification with its promise of hand-picked best sellers. By this reasoning, sales momentum is inherent not in brands, of which a single house may have fifty-seven or more varieties, but in product identification which they do not conceive to be irreconcilable with standardization. In short, the logic in this quarter is that in no line of trade does name prestige depend upon special specifications or style conceits. Rather does good-will, by this formula, have its anchorage in the reputation of the producing house, which should endure without regard to whether there be many or few items in the line.

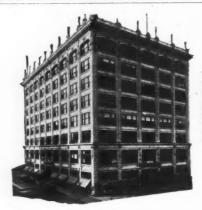
In consequence of the looming up of this issue of brands versus standardiza-

tion, we find the Federal disciples of simplified practice in industry coming to the fore; latterly, in earnest advocacy of merchandise identification. Their plea is not, mind you, for that school of branding which aspires to have the ultimate consumer "ask for it by name" (even though the name be a private brand), but for consistent identification that will proclaim the responsibility of the manufacturer for his every product, no less for a staple and a standard article than for a distinctive specialty. The argument of this school of thinkers is that, with standardization or simplification focusing sales effort, and with universal identification taking care of good-will increment, competition would be predicated, as it should be, on quality of the wares and on service.

This issue offers no exception to the rule that there are two sides to every question. The come-back at Washington to the above proposition is that in many lines of trade the consuming public buys solely by brand names, paying little or no heed to the surnames or corporate names of the producers, unless the latter be an integral part of the brand name. To further complicate matters, the public, taking the matter into its own hands, has in many instances abbreviated the brand names or has made short cuts in requisition by inventing nicknames. If such buying habits were to be broken, it would be necessary to go to the trouble of educating the public to forget the brand names and rely only upon house names, corporate names or institutional

Overlooking Good-Will Value of Brands

In the roles of irreconcilables on this issue stand the marketers of private brands, or own label goods, and the producers who are private branders to the trade or dispose of factory output to the catalogue houses. Simplification strikes at the very roots of this form of selling. For the beneficiary of branding by proxy there is cold comfort in the doctrine promulgated by the U. S. Chamber of Commerce to the effect: "Simplification prevents attempts at individuality in those features where individuality is superficial and useless and where standardization and quality should prevail." No less antagonistic to putting merchandise "in uniform" are those salesmen who have been wont to coax orders by offering to put up goods under a dealer's own brand, or to incorporate minor features of de-



TheWm.H.Block Company uses more space in The Indianapolis News than any other retail advertiser in any one newspaper in America.

What Influences the Dealer in Buying Your Merchandise?

The retailer is interested primarily in a profitable volume. He must meet the demands not only of varying seasons and styles, but for new brands which are constantly coming on the market. The Wm. H. Block Company does not stock a newspaper-advertised product just to be good fellows. Primarily they are interested neither in the success of a manufacturer nor a newspaper. But they will stock a new product or reorder an old one for which adequate advertising has been scheduled in The News on a non-cancellable basis, because they know that there will be a demand for it. They know that it would be bad business not to be able to meet that demand. No successful retail merchandiser, however, will carry the "gamble" on a new product. He will not stock it on a promise of advertising that is contingent upon a certain volume of goods being absorbed by the market. Newspaper advertising has a valuable dealer influence, but the indefinite promise of space should not be expected to get more than an indefinite promise of support from the retailer.

The Indianapolis News

FRANK T. CARROLL, Advertising Manager

New York Office DAN A. CARROLL 150 Nassau Street Chicago Office
J. E. LUTZ
The Tower Building

200 Experienced Young Men Wanted

By million-dollar international company, expanding entire organization.

Qualifications:

20 to 35 years of age. College education or equivalent. Must have been in business for two years, preferably for yourself, or as retail clerk, office manager, or engineer. Write for examination form on which to make your application. Correspondence strictly confidential.

Address Department 488 Post Office Box 419 Buffalo, New York sign in deference to the dealer's whim or conception of individuality. It is apparent that factories organized for simplified practice would be unable to bother with digressions from the standard models. And it is equally evident that the farther standardization progresses, the more difficult it will be for a retailer to impute any special virtues to his private brand.

The governmental promoters of simplified practice are making spirited retort to the criticism that standardization will result in a dead level of monotony in design that will render selling more difficult. Their contention is that the very circumstance of concentration of effort will enable a manufacturer to bestow greater attention upon the evolution of design, desirable alike from the artistic and utilitarian standpoints. For, it is pointed out, simplification or concentration on a less number of sizes or types offers no repression to individuality in design execution. On the contrary, the necessity of keeping in process a smaller number of patterns is calculated to encourage the producer to bestow greater attention upon the chosen designs-designs that, by the by, are all but assured large sale. According to the calculations of the missionaries of simplified practice at the Department of Commerce, this same influence should extend to the packaging of goods. It is ventured that if marketers are led to concentrate on fewer lines or items, with every expectation that each approved product will hold its place in the market for a considerable time, there will be strong incentive to evolve impressive, individualistic containers. And, with fewer cartons, wrappers, etc., to stock, the seller can well afford to spend more liberally on each of the elect.

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Simplification Runs Wild

By way of combating the skepticism of the brand obsessionists, the evangelists at Washington are pointing out that standardization will not necessarily abridge opportunity for distinction in "dress" or get-up of goods. The situation as regards bottles affords a case in point. The Commerce Department's Division of Simplified Practice is endeavoring to get the bottle manufacturers to agree on certain standard size openings for bottles using caps or other closures. But standardization of the physical dimension would leave every bottle user free to express his own business "per-sonality" in the color and inscription on the cap. To the same end there is urged the mollifying fact that simplification is no enemy to local or territorial brands, so called. The resale rights of a retailer, who holds an exclusive agency for goods under his own label, or under a hyphenated manufacturer-merchant trade name, should not be impaired because production is held within more rigid and more restricted style limits.

An outstanding fact that is gradually sinking deeper with everybody at Washington, who is seeking to bring about simplification is, that if industry ever gets response to its plaint, "We are now making entirely too many lines," it will rest largely with salesmen to bring it about.

What Willautappen Advertising in the Next Decade?

By John Benson

President, American Association of Advertising Agencies

The old time advertising man who studied well turned phrases, pretty pictures and harmonious type effects has been replaced by the modern advertising-business man who studies and masters markets, reduces selling costs, and aids efficient distribution. What we may expect of advertising in the future is explained in the following article which is a part of an address at the recent Exposition of Advertising Agencies held under the auspices of The Advertising Council of the Chicago Association of Commerce. Association of Commerce.

T seems to me, that it is time for us to take stock of ourselves, and of our job. Advertising, I believe, is facing a new future. Perhaps it will have the same old problems to deal with that it has had in the past, but there may be a new emphasis. Some things will be more important, and some things less important than they have been in the past. I think, on the whole, that the economic demand upon advertising will be more exacting than it has been.

During the past decade of rising prices, of increased wages, and of expanding profits, advertising has had a relatively easy job in stimulating or arousing popular desire for more and better merchandise. All the time there has been an increased purchasing power. Advertising, by arousing a desire for merchandise, has increased the turnover, and turnover increased production and production, of course, spread the purchasing power. Commerce, as it were, fed upon advertising until we reached an extravagant level and, as you all know, the bubble burst.

What will happen to us in the decade ahead, no one knows. There is a division of opinion about it. Some authorities feel that the price level will remain stable or even rise for several years to come, but I think the bulk of opinion is in the other direction, that during the next decade we will have a period of deflation. That does not mean we won't have prosperity because, sometimes, a period of deflation gives us most substantial prosperity. But, if that is true, and we have a period of declining prices, declining wages, declining interest rates, and a lessening of profits, then price is going to become a factor in the competitive struggle and, with it, its two twin supports, a lowered cost of making and a lowered cost of selling.

So, I feel, advertising will have the job in the next decade, more than it has had in the past, of lowering the cost of selling. That is no new function for advertising, for we know that advertising has reduced the cost of merchandising and increased or improved the quality of it for many years.

I was reading the other day the fascinating story of Campbell's Soup, in which the statement was made that advertising, over a period of years, has reduced the cost of selling from fourteen to three per cent, and the cost of advertising, from seven and one-half per cent to two per cent, I believe. Today, a can of Campbell's soup retails for twelve cents, which is a fraction of what it was worth some years ago, and the advertising tax is only one-third of a cent per can.

We could all mention a number of such instances, and still the cost of selling is all too high in this country. It costs, in many cases, more to sell than to make, and it is very important indeed that we reduce this cost of selling. It has a tremendous influence on the economic and social welfare of our country. The cheaper goods are the more easily they can be distributed and the greater becomes our purchasing power. It also has a decided effect, I think, upon our foreign trade because it reduces the cost of living. We must reduce the cost of selling and that means a reduction in the cost of living, if we are going to reduce our labor cost without compromising the American standard of living, and reducing the labor cost is very important in our struggle for world trade. You know that world trade is very necessary to this country, as necessary to it as fresh milk is to a young infant. Our productive capacity is geared away beyond our consumptive ability. We have got to have an elastic and satisfactory outlet for our surplus goods.

How can advertising reduce the cost of selling in the future? I think it can do it in two ways. I think, in the first place, we must instill in the popular mind greater confidence in advertising than now exists; have people make it more of a guide in buying; educate the consumer to buy intelligently. The more the con-sumer knows about merchandise, the more readily he buys it and his knowledge of that takes a great load off all selling effort.

Another way in which advertising can reduce the cost of selling is to find ways and means of moving commodities through fewer and more efficient hands. You all know that there are too many wholesalers and too many retailers, and the bulk of them perhaps get more margin than they deserve. The retailer today is so largely a storekeeper, rather than a merchant, that he has little scientific idea of how to buy or how to sell merchandise or how to manage his business, so he has to get an abnormally high gross profit in order to earn too low, really, net profit.

In this respect, Great Britain is ahead of us. In Great Britain, you know, storekeeping is a trade, to which young

Graffco MAP TACKS







Size M

Size L Medium. Most used. 50 colors and combina-Large. 50 colors and combina-

Size S

FOR mapping out sales routes, strong and weak sales areas, production centers, etc. Are made in 50 distinctive colors and color combinations. Have

Write for free samples and prices

glass heads.

sharp points of tempered

steel, rigidly set in spherical

GRAFF-UNDERWOOD CO.

Manufacturers Graffco Vise Signal and Vise Tabs 18 Beacon St., Somerville, Boston 42, Mass.

This Man Knows How to

Build Business

For a manufacturer of specialties or metal products he can apply a successful experience that comprehends all the fundamentals of management and marketing in either of these capacities:

As Sales Manager

he is intimately acquainted with all parts of the United States. He knows how and where to recruit, organize, train and maintain an aggressive sales force. Not a swivel-chair theorist but a practical manager of men and methods, with years of experience in personal selling to back up his judgment.

As General Manager

he is familiar, at first hand, with all the problems of production, finance, sales, advertising and general policies. Knows how to "get along" with men and to accomplish maximum results with minimum expenditure of time and money. From apprentice boy in metal working to general manager in sevenworking to general manager in seventeen years has given him an acquaint-ance with every phase of manufacture and management.

Personally He Is

American; 37; married; in good health. Income upward of \$15,000 in salary, salary and bonus or straight commis-sion. Prefers Chicago location, where he is now employed. For further in-formation address

Box 650, "Sales Management" 1801 Leland Ave.



DUMPS

The Spot Stocks of War

A good general locates dumps where ammunition can reach his guns by the shortest, easiest route. At each dump he puts a man in charge who sends ammunition where needed. Then he gives all his attention to winning his battle.

The goods you make are your ammunition. Warehousemen are those in charge of your The dump itself is now a "Spot Stock." Having made this disposition of your supplies, your whole attention is concentrated on winning your business battle.

The striking economies effected will be explained to you by a fully informed man. He will call in response to a note. We suggest that you dictate it immediately.

Warehousing is an Essential Part of Distribution

The following concerns have warehouses which are modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Used collectively they are the back-bone of your national distribution system. In groups or singly, they form the best possible backing for a sales and advertising campaign.

ATLANTA Morrow Transfer & Storage Co.

CHICAGO Currier-Lee Warehouse Co.

CLEVELAND
Ninth St. Terminal Warehouse Co. EL PASO

International Warehouse Co.

FORT WORTH
Binyon-O'Keefe Fireproof Storage
Company

HOUSTON
Binyon Shipside Warehouse Co. KANSAS CITY Central Storage Co.

LOS ANGELES Union Terminal Warehouse Co.

LOUISVILLE Louisville Public Warehouse Co.

NEW ORLEANS Douglas Public Service Corp.

Bush Terminal Co.

OMAHA Gordon Fireproof Warehouse & Van Company

PHILADELPHIA
Terminal Warehouse & Transfer Terminal Company

PORTLAND Oregon Transfer Co.

SAN FRANCISCO

San Francisco Warehouse Co.

ST. LOUIS S. N. Long Warehouse

ST. PAUL-MINNEAPOLIS Central Warehouse Co.

Distribution Service, Inc.

123 W. Madison St. Chicago



100 Broad Street New York

people are apprenticed, so that they learn early in their careers how to merchandise, and how to sell, and how to serve their customers.

If we are going to deal in advertising, we have got to go beyond the retailer. We have got to deal with the army of sales people who really constitute the point of contact between producers and consumers. The sales clerk is not an efficient seller. He takes very little interest in advertised goods. He very seldom helps to put an article across which has been advertised by its maker. He has very little idea of turnover or what the turnover means as applied to his own welfare. I think if we could get a more intelligent cooperation from that army of sales clerks, we could reduce the cost of selling and the cost of advertising very materially.

How far advertising will contribute to this problem in the future I believe is going to depend upon the energy and intelligence of those who are engaged in it, and that especially upon the shoulders of the advertising agents will rest the responsibility for making advertising more effective as a cost reducing factor.

Too Much Discussion

We advertising agents must define for ourselves and define for other people our true relation to advertising. We hear a great deal of discussion as to whom the agent owes his primary obligation; whether it is to the advertiser who hires him or to the publisher who pays him. I think that discussion is idle. I think the advertising agent owes his first obligation to advertising itself. It is his job to make advertising pay; to make anything that comes into his hands a profitable investment to the advertiser and, at the same time, to make the publisher's space a merchantable product.

In this respect we do not differ very much from other professions. Take the doctor, for instance. It is his job to relieve and to cure disease when that comes into his hands. In the architect's case, his first obligation is not to the man who hires him. It is to architecture. He has no right, at the behest of his client, to design an ugly structure, and he has no right to build a fire trap. In doing so, he would be false to his profession, and I feel that the same thing is true of advertising agents.

We have no right, at the behest of the publisher, to unduly raise the cost of advertising to our clients. That is not only unfair to the client, but it is unfair to advertising; makes it less resultful, and we have no right, at the behest of a client, to do anything that might lower public confidence in advertising. I feel that we have no right to do anything that might discount the effectiveness of advertising channels at the behest of our clients. For instance, like sending out free publicity matter that it not good news-which has no news value-that undermines the editorial independence of the publisher, thus tending to discount advertising and editorial influence of the sheet—the very sheet that we have to sell to other clients.



Thorough campaigns on Van Heusen Collars, Rinso, Mueller's Macaroni, Kirkman's Soap and Elgin Watches indicate responsiveness and buying power of the fifth city

HE policy of sales managers to handle each large city as a separate market, rather than to lump the country together and build an organization to "cover the country," is forcibly emphasized in the statement of a Cleveland hotel manager who says that he loses money on every foot of space given over to sample rooms. "Why, all the big houses that used to travel trunk men, now have their own branches in Cleveland, and there is little demand for sample rooms any more," he said in a recent address at a meeting of an organization of needle trades salesmen.

Attempting to cover the country causes some sales managers to send three or four salesmen into territories where population is scattered, when the same three or four salesmen could cover twice the population and buying power in a more concentrated territory.

Take Cleveland for instance. A survey of the Cleveland market shows that dozens of concerns have a "Cleveland man," when the market is ample to justify a sales manager, or a district manager in charge of two to ten salesmen depending, of course, upon the lines handled, and the frequency that calls are made.

Cleveland, in many ways, presents all the problems found in New York and Chicago—it has the cosmopolitan population found in New York, and in area ranks close to Chicago, yet in many phases of marketing it is radically different from either of these cities. Take the matter of grocery wholesale outlets. Two large grocery jobbers practically control the field. Both are large advertisers of private brands of a local scale, both are known to be liberal in extending credits, and in many cases dealers are not in a position to buy from both jobbers. Hence the exclusive jobber arrangement, that often is justified in other cities, is liable to seriously limit distribution in Cleveland.

In many ways Cleveland is nearer like Detroit than any other city in the country—though, perhaps, residents of the two cities would be the last to admit it, for the keen, yet friendly rivalry between the two cities is well known.

In comparing the population, we find that in Cleveland there are sixty-four per cent native born whites, as against sixty-six and seven-tenths per cent native born whites in Detroit. The origin of foreign-born population in Cleveland and Detroit is remarkable in its similarity. "Sunny Italy" contributed 18,288 of her former residents to swell Cleveland's population, and not to show any partiality she sent 16,205 to Detroit. Germany lays claim to having once been the home of 26,476 of Cleveland's population, while she was slightly more liberal in sending her sons to Detroit, which has 30,238. Russia sent 21,502 former residents to Cleveland, and 27,278 to Detroit. Other large foreign-born groups in Cleveland are: Czecho-Slovakia, 23,907; Hungary, 29,724; Poland, 35,024.

In the automobile industry there is again a similarity between Cleveland and Detroit. Every time a dollar is spent for automobiles or accessories, Cleveland eventually gets thirty cents out of it. In addition to a varied assortment of accessories and automobile parts, the following cars are manufactured in Cleveland: Chandler, Cleveland, Grant, Peerless, White, Jordan, Marsh, Merritt, Stearns, Sterling, Knight, Templar and Winton.

Philadelphia is widely known as a city of home-owners, yet Cleveland residents far outrank those of Philadelphia in home owning. If you like comparative statistics glance over these figures, and it will be easy to see why Cleveland is such a receptive market for electrical appliances and home equipment. Thirty-five per cent of Cleveland citizens own their own homes; twenty-six per cent of Philadelphia residents own their own homes; and in Chicago the percentage is the same as in Philadelphia.

Figures for other cities range from seventeen per cent of home-owners in Boston; twenty-eight per cent in Pittsburgh; twenty-five per cent in St. Louis, on up to the nearest approach to Cleveland, which is thirty-three per cent in Indianapolis.

Compared with Philadelphia, Chicago, Detroit and several other cities, the chain-store situation in Cleveland is negligible. In the grocery field the chains are remarkably under-developed, considering the size of the city, and the usual development of this method of merchandising. Fisher Bros.' chain of grocery stores have approximately one hundred stores. Six grocery chains operate in Cleveland, none of which have a hundred stores. There are, approximately, 400 grocery stores in Cleveland, members of chains, as compared with nearly seven hundred in Detroit, and one organization, alone, in Philadelphia which has 900 stores. The total number of chain stores in Philadelphia is 1,200 not counting the 2,500 association stores which have a sort of cooperative buying arrangement.

Like every other large city, Cleveland has turned a cold shoulder to merchandising campaigns which have been based on inadequate advertising support, or not enough salesmen to cover more than the downtown district. But when it is properly approached by a crew of salesmen, backed with ample advertising and merchandising support, there is no better market in the country for the average product. Cleveland is not a one-industry town, it being second in the country in diversification of industries.

Winning Dealer Cooperation

A campaign of more than ordinary interest is a recent one put over by the Philling-Jones organization on Van Phillips-Jones organization on Heusen collars. Mr. Mannie Friedman, in charge of the campaign, first made a careful survey of the situation and determined that at least fifty window displays in the city were necessary to back up the advertising campaign. When these fifty displays were obtained, the advertising started with a big "double truck" advertisement, featuring not only the advertising of the collars alone, but a number of local dealers who had stocks of the collars. The portion of the advertising devoted entirely to the collars was, of course, paid for by the manufacturers, but the cost of the advertising space allotted to the dealers was prorated among the dealers. A window display contest, with prizes, aroused enough interest to obtain the windows, and liberal supplies of display material were furnished by the salesmen as they called on the trade announcing the campaign and contest. Stores in the downtown district, which employed staffs of professional window trimmers, were eliminated from competing in the contest, in order to give the small dealers in outlying sections an opportunity to successfully compete for the prizes.

A Free Dealer Plan

When the manufacturers of Mueller's macaroni decided to enter the Cleveland market, they went at it on a scale commensurate with the size of the city, and the potential market it offered. Instead of trying to sell the dealers, they loaded two trucks with cases of macaroni and went around to every dealer in the city presenting him with a free case of their product before a line of advertising started. When they finally began to advertise, every dealer in the city had a case of macaroni on his shelves, and had received a selling talk about the product. To add a "hook" to the advertising, a recipe contest was announced, in which housewives were offered prizes for sending in the best methods of using macaroni.

After the advertising was running, the salesmen worked the town thoroughly in an effort to sell the product to every dealer who had previously been given a case of the Mueller product.

While it is undoubtedly true that a wide distribution of any product is an advantage to an advertiser, it is questionable just how much the last twenty-five, twenty, or fifteen per cent of the dealers are worth to an advertiser. When a campaign is announced, the manufacturer is, of course, anxious to have his product on sale wherever there is likely to be a call for it. But it is the experience of many sales managers, who have carefully studied the problem of getting distribution in the larger cities, such as Cleveland, that it is often not worth the

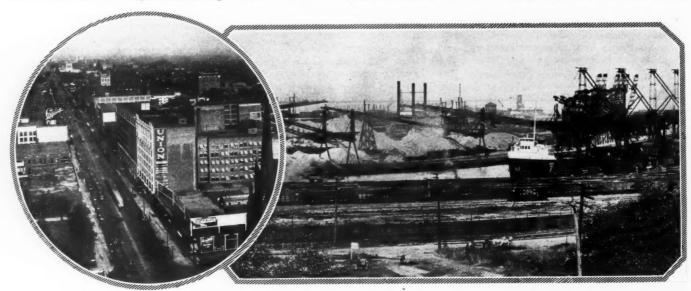
effort to insist on complete distribution in all parts of the city. They argue that seventy or eighty per cent of the dealers, who may be sold on the first trip around, will do nearly all the business, so that it is not worth the effort to line up the balance of the non-progressives who refuse to stock an article until after they have had repeated demands for it.

"We are willing to start our advertising when we have fifty per cent distribu-tion on any product," says a veteran sales manager, who has campaigned in Cleveland as well as other large cities. "The fifty per cent of the dealers who buy when a new article is announced by a reputable company, will do eighty or eighty-five per cent of the business, whether you have one hundred per cent distribution or not. I think, altogether too much money is spent on little basement dealers who live in the back room of their store and eke out a mere existence. Often I have seen sales managers spend enough time on them to have worked the entire list of the better class dealers a second time. That's my policy -to give the Class One dealers a second canvass a week or so after the first, rather than spend too much time on the hand-to-mouth dealers who can't read your advertising, much less understand what it means."

Good-Will for Elgin Watches

An interesting campaign is running this year in Cleveland on Elgin watches. Liberal newspaper space is being used to gain the good-will of the jewelry trade, and to sell the idea of carrying a highgrade watch. It is distinctly a "trade-up" campaign, of the kind that benefits an entire industry. Two special men from the Elgin organization were detailed to cover the city of Cleveland—not to take orders—but to merchandise the advertising, offer suggestions for selling watches, and build up good-will for the Elgin company among the dealers.

The manufacturer who goes into Cleveland on a basis such as this, even though his product is not as well known and highly regarded as are Elgin



In the circle: Aviator's eye-view of Euclid Avenue, famed for homes of many millionaires, but now fast being monopolized by automobile salesrooms. To the right: Some of the facilities that enable the port of Cleveland to handle more tonnage than Liverpool, and makes it larger than Havre, Calais, and Bordeaux combined. Over 2,000,000 tons of bituminous coal are shipped yearly from the port of Cleveland.

watches, is sure to reap a harvest of profitable results, and entrench himself strongly with the best retail trade.

Lever Bros., whose campaigns on Lux, Rinso, and Lifebuoy soap are too well known for any comment here, offer another example of a manufacturer who handles a metropolitan market as a separate territory, deserving of every special consideration its own peculiarities demand. In Cleveland this aggressive concern uses five men who do nothing but trim windows and stores. Approximately, one month is required to cover the entire city. First, these five men covered the city with Rinso advertising material. The second month Lifebuoy soap was featured, and the third was devoted to Lux. The fourth and fifth months will, of course, be devoted to the same products; perhaps the ones which may need it most, or to all products. This work is being done in conjunction with a heavy newspaper campaign.

A Half-Million-Dollar Campaign

Still another example of a manufacturer who holds no illusions regarding the ease with which a great city's buying habits may be changed, is Kirkman & Sons of Brooklyn, manufacturers of soap products. This company is reported to have appropriated half a million dollars to invest in the Cleveland market to establish a permanent trade on their various soaps, soap powders, washing powders, etc.

This concern will cover the entire city four times in a sampling campaign of unusual magnitude. The first time around the canvassers will present the housewife with a sample of Kirkman's soap. The dealers will be stocked, store advertising put up, and a generous schedule of advertising run on the brand. Then, after the first sampling campaign is completed, the same canvassers will make a second round of the city. They will first ask each housewife if she received a sample of the first product. If she says that she did, she will be asked if she is now using the brand regularly, or if she made a purchase of the brand after she used up the sample. If she has used the sample, and then returned to use of her former favorite brand of soap, she will be given a sample of the washing powder manufactured by Kirkman. The same process will be repeated the third and fourth times, each time the housewife being given a new brand, in the event she does not admit having become a regular purchaser of the brand with which she has previously been sampled.

Cleveland, with its far-flung shopping and neighborhood centers, is particularly well suited to the use of automobiles in sales work. While the larger department stores are, of course, situated in the downtown district, within a few blocks of the public square, where Cleveland's business activities center, there are many well-defined neighborhood shopping districts which must be carefully worked by every manufacturer who desires a thorough distribution of his product in Cleveland.

Dividing Cleveland into six zones or sectors, for the purpose of sales terri-

To Capture the Cleveland Market

is not so difficult nor does it require such a tremendous expenditure as might be imagined, providing you harness the power of Poster Advertising to your merchandising and other advertising forces. They will all pull together in one direction in perfect accord and each will function along its own lines.

We are especially adept at tying all the vital factors such as jobbers, dealers, salesmen and 24-sheet posters, into a harmonious, smooth-running business engine, tremendous in power — and under such conditions our kind of Poster Advertising will carry more than its share of the load.

The Cleveland Market or any other market that you may decide upon can be discussed with us, and we assure you that the story of the successes accomplished by us will interest you.

A letter or card to any of our branch offices or to the New York head-quarters will bring you the information you seek.

Outdoor Advertising Everywhere

POSTER ADVERTISING C?, INC. 550 WEST 57th STREET, NEW YORK

Cleveland Office: 1264 Hanna Building

BRANCH OFFICES

Chicago Providence Akron Cincinnati Richmond St. Louis Atlanta Pittsburgh Wilmington Philadelphia Milwaukee London, England

A farm paper owned by farmers

ORIGINALLY the Dairymen's League News was founded as the official organ of the Dairymen's League Cooperative Association, Inc.—the organization of 70,000 New York State farmers who wanted to control their own business.

But as the cooperative marketing movement gained headway and attained success, the News assumed a wider and greater purpose. The News became the champion and official organ of the cooperative marketing movement.

Today there are nine farmer organizations in this territory, pooling their products for marketing. The News chronicles the activities of all nine associations as well as the latest developments and improvements in cooperative marketing methods.

This farmer-owned farm paper is of direct and financial interest to its readers the progressive business farmers of New York State.

The News offers advertisers a means of placing their messages before a stabilized farm market of unusual year-after-year buying power. The readers of the News are live prospects for every farming need—and for most of the necessities and luxuries of modern living.

The remarkable story of what the farmers of New York have done is worth hearing. One of our representatives will be glad to tell it to you—if you will drop us a line.

Phone Utica 6700—DAIRYMEN'S LEAGUE NEWS—Utica, New York

NEW YORK: 120 W. 42nd St.—Phone Bryant 3463—H. A. Huschke—A. E. Carpenter, Business Mgr.

CHICAGO: 1008 Otis Building—Phone Franklin 5959—F. M. Tibbitts

FIVE exclusive features of the Dairymen's League News

1. Sixty thousand subscriptions from the members of the Dairymen's League Cooperative Association, Inc., alone.*

2. Also subscribed to and read by thousands of other farmers because of their interest in one or more of the eight other cooperative marketing associations in New York State. Thus the weekly circulation for the past twelve months has aver-

aged way over sixty thousand copies.

3. Circulation is concentrated and specialized.

4. Farmer-owned, farmer-controlled.

5. In 1922 showed a larger percentage of total lineage from its own home territory, New York State, than either of the other two state farm papers.

* Reader interest among this group is guaranteed by the fact that the League transacts more than \$2000 annual business with the average member subscriber in selling for him his chief source of income—milk.



tories, is a method employed by the sales manager of a very successful specialty line whose entry into the Cleveland market was marked by a careful analysis of each sector. As far as possible, he tried to obtain men who lived in the sector which they were to work. None of these sections have a population of less than 90,000, ranging up to nearly 275,000. These sections virtually form six triangles, fanning out west, southwest, south, southeast and east from the public square.

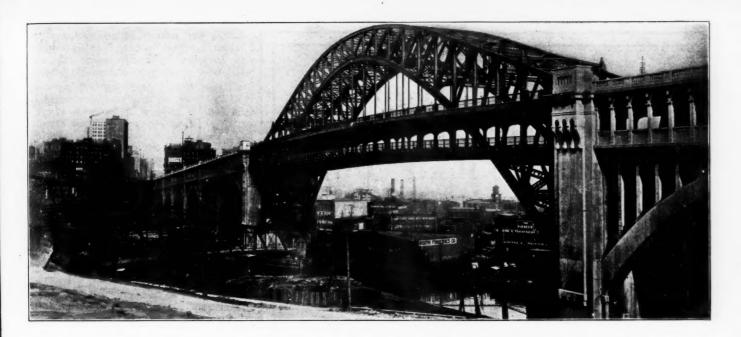
The sales manager who uses this plan says, "When I made my first survey of Cleveland, and used the plan of dividing the city into sectors, I determined to watch each of these sectors just as if they were separate cities. Now here is what I have. In one sector I have a population the size of Knoxville, Tennessee. Why should I neglect that sector, or let it go unattended any more than our general sales manager is going to overlook Knoxville. Then, in another sector, I have a population exceeding that of Sioux City, Iowa. In this sector is a large part of the downtown district, and a prosperous settlement of middleclass families, largely of German descent. I found a salesman who was familiar with this district, from end to end, having lived in it for many years. I spend a large part of my time working the downtown stores, leaving him to work the outlying stores, and help me in the downtown district. In another sector the population is greater than Rockford, Illinois, although the buying power is not as great as in other parts of the city -it is a district that I refuse to overlook or slight.

Cities Within a City

The fourth section is covered by a man whose entire life has been spent in it, who knows the trade, its peculiarities, and preferences. I tell him that he is just as responsible for business in that sector as our man in Duluth is responsible for Duluth business, as he covers a territory that includes more people than the population of Duluth. In another sector I have two men, a senior and junior salesman, who have the territory divided according to the importance of the stores and the general characteristics of the territory. These men pinch hit for each other, and occasionally are called into other territories that need special attention. Their territory is likened to New Haven, Connecticut, which has several thousand less inhabitants than this one sector.

The last sector is worked by two men, who occasionally work in the downtown districts, or help out in other sections when needed, although they are kept busy in this territory as a rule, for its population is as great as that of Memphis, Tennessee, and Racine, Wisconsin, combined.

In working the city as a whole, we have a big map tacked up with every possible outlet we can locate. The status of outlet is shown by the color of the tack, so we know instantly just how each territory stands. Shipments are recorded so we can tell just how much each territory is consuming. A constant fight



Bridging the Valleys and Ravines in Sales with Dartnell in Cleveland

IT is not surprising that Cleveland—that bulwark of progress in the Middle West—is a Dartnell stronghold. Cleveland business men are thoroughly awake to the benefits of interchanging sales experience. They realize that no one man has a "corner" on all the good ideas in sales work, and that only by keeping informed what others are doing can a sales manager begin his plans where others leave off.

Some Dartnell Service Users in Cleveland

No. AMERICAN FIBRE PROD. Co. OSBORN MFG. Co. THE VAN DORN IRON WORKS Co. MR. JOHN H. BOWKER MR. JOHN H. BOWKER
THE EUCLID PROPERTY CO.
THE HALL VAN GORDER CO.
MR. H. O. PRINCE
HYGRADE HOSIERY MILLS, INC. THE THEODOR KUNDTZ CO.
THE WARNER & SWASEY CO.
AM. BUR. OF ANALY. & LAB. CO. THE AMERICAN MULT. SALES CO. THE AMER. PETROLEUM PROD. CO. AMES BUILT SALES CORP.
THE APEX ELECTRICAL DIST. Co. THE ARCO COMPANY THE ARGUS MFG. COMPANY
BANKERS SAV. & CREDIT SYS. Co. BIG FOUR PAINT & VARNISH CO. THE BILLINGS-CHAPIN CO. THE BORDER CITIES CO. THE CAXTON COMPANY CENTRAL PETROLEUM CO. THE CHEMICAL RUBBER CO. CLEVELAND ELEC. ILLUMINAT. Co. THE CLEVELAND FRUIT JUICE Co. CLEVELAND LIFE INSURANCE CO. THE CLEVELAND METAL PROD. CO. THE CLEVELAND TRUST CO. THE COLORCRAFT CO. COMMERCIAL SECURITIES CO. CONTINENTAL JEWELRY COMPANY MAXTON R. DAVIES COMPANY THE ELWORTHY-HELWICK CO

FEDERAL FOUNDRY SUPPLY CO. FIELD, RICHARDS Co. LINCOLN MOTOR CAR CO. THE GARLAND CO. THE P. A. GEIER CO. GRENNAN CAKE CORP. THE HARRIS AUTO. PRESS Co. THE HASEROT COMPANY THE HOMESITE COMPANY THE INTERNATIONAL DISPLAY CO. THE JOSEPH & FEISS Co. H. A. KANGESSER COMPANY J. KAUFMANN THE LAUNDRYETTE MFG. CO. THE MANU. OIL & GREASE CO. MASTER BUILDERS Co. METCALF NECKWEAR COMPANY THE J. H. MCCALL COMPANY BENJAMIN MOORE & COMPANY NATIONAL REFINING COMPANY THE NEALE PHYPERS COMPANY THE OSTER MFG. COMPANY R. E. PALMER THE PENN. RUB. & SUP. Co. THE POMPEIAN CO H. S. TURNER UNION PAPER & TWINE CO. FRANK L. VALIANT THE VAN DEBOE HAGER CO. WAILES DOVE-PERMISTON CORP. S. L. WEEDON Co. THE WHITE COMPANY WHITE SEWING MACHINE CO. WILLARD STORAGE BATTETRY CO.

Dartnell service users in Cleveland—dozens of them—large and small—in every line of business—have found, as you will find, that Dartnell is a sure bridge to increased sales and opportunities.

What Dartnell Service Brings

"Selling News," an illustrated weekly two-color, better salesmanship bulletin. Contains four actual letters from real salesmen, telling how they overcame unusual resistance and made sales under seemingly impossible conditions.

A fortnightly accumulation of sales plans, ideas, suggestions and experience, in loose-leaf form, indexed and tabbed for reference filing.

An every-other-week report of investigation of some fundamental sales problem. Prepared with the cooperation of thousands of leading sales executive subscribers to this service.

Frequent, indefinite mailings of books, manuals, maps, etc., for the education and stimulation of salesmen and sales managers.

Samples and information gladly sent without obligation

THE DARTNELL CORPORATION

E. D. GOODELL, Division Manager

1801 Leland Avenue Chicago 342 Madison Avenue New York

We've done it in our business—you can do it in yours

In making and selling the Eversharp Pencil and the Wahl Pen, we have worked out some unusual methods of building good will and establishing business friendships.



We have published a digest of these methods in a book. If you have a merchandising or selling problem, this book will interest you. You will find many suggestions which you can apply. This book tells how you can literally shake hands with each of your customers every day.

Our book is not for sale. Neither are we distributing it generally. We will gladly lend a copy of it to any executive. Simply fill out and mail the coupon.

The WAHL Company

THE WAHL COMPANY, 1800 Roscoe Street
Chicago, Illinois
Gentlemen:
Please send me, without obligation, your merchandising plan
book, which I will return after reading.

Firm Name_______
Your Name______
Street ______

among the men is in progress for the leadership each month, both in volume, the greatest number of new accounts, and the best showing on seasonable brands.

Every time a territory is completely worked over, we tabulate reports sent in by the men to show the progress of competitive brands, the entry of new brands, and the approximate sale of the most important competitive products. With this information constantly before me, I am able to switch the men into each other's territories when necessary, and keep my finger on the pulse of the market in such a way that I know at all times just what is going on in each part of the city. Frankly, I don't see how else a man can hope to do justice to any city, unless he divides it up carefully and works each part of the town, just as he would work a separate city of the same size.

Cleveland lays claim to nation-wide leadership in the manufacture of automobile parts and accessories, astronomical instruments, brick, carbon and chemicals, and boasts of being second in the manufacture of electric batteries, hardware, heavy machinery, incandescent lamps, iron castings, automobiles, women's clothing, printing presses and machinery, paints, varnishes and oils, plumbing fixtures, nuts and bolts, and steel forgings.

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A Rich Market

The many industries in Cleveland, which employ thousands of skilled workers, are responsible for a greater buying power than in some of the other larger cities where a larger percentage of ordinary common labor is employed. This is reflected in the savings per capita in Cleveland which amount to \$1,691.68 as against \$1,193 in Chicago. There is an automobile for every 2.26 families in greater Cleveland which, of course, explains why it is able to support 1,165 automobile, accessory and supply stores.

The mouth of the Cuyahoga River, forming with Cleveland's fourteen miles of lake front one of the most important harbors on the great lakes, affords ample facilities for a vast tonnage of iron ore, coal, and finished products, which are handled by forty-five steamship lines, connecting all ports on the great lakes. Coupled with its eight passenger boat lines, seven trunk line railroads, and nine interurbans, Cleveland has ample transportation facilities, and when the muchheralded union depot is finally completed, it will have little to wish for in the transportation line.

Having doubled its population every twenty years in the past, Cleveland looks forward to a steady consistent growth, and does not hesitate to plan for the future, as is shown by the vast amount of new building now in progress, and the number of large office and factory buildings that as yet have not outworn their appearance of newness.

Any sales manager who neglects Cleveland is neglecting a market of first rank, a market that is alive, growing, and prosperous, not boomed or inflated with civic pride running wild, or not held back by a group of conservatives who block progress.

Address _

Holds Ad Men Not Alive to Changing Status of their Jobs

Speaker at Association of National Advertisers Convention takes fling at self-satisfied ad managers who think in terms of words and commas instead of selling fundamentals

LEADING advertising men from all over the country were given a rude jolting at the spring convention of the Association of National Advertisers held in Detroit on May 9th, when B. G. Koether, director of sales service and advertising for the General Motors Corporation, told them that they were not carrying their load in business. He stated frankly that in his opinion the average advertising man was too much concerned with trivial details of copy and technique, when he should be more interested in the big fundamental problems of sales management.

"We must get down to fundamentals," said Mr. Koether in his much discussed paper. "We must reduce advertising more nearly to a science. . . . The waste must be ruthlessly squeezed out. Advertising is only a form of selling, but it is astonishing how little real salesmanship there is in advertising. Every practical salesman knows that the average advertisement isn't salesmanship at all, or else it is a weak and diluted form of salesmanship."

What Ad Men Should Read

Mr. Koether then paid his respects to advertising men who took themselves too seriously, and who spent too much time in conference and not enough time out selling goods. He said that too many of them were inclined to look upon advertising as a vehicle for displaying their own cleverness rather than as a means of selling goods. Too many are inclined to think in a circle—they read too many academic books on advertising and pay too much attention to one another's ads. Every advertising man should read, according to Mr. Koether, (1) a small town weekly newspaper, (2) a labor union paper, (3) a socialist publication, (4) a religious publication and (5) E. W. Howe's monthly. "This sort of stuff is far more valuable than the articles in advertising and selling trade papers," he

Mr. Koether made a strong plea for more coordination of advertising and sales. He said in part:

"The amount of expenditures should be determined with reference to immediate sales, reputation building, future sales, effect on existing sales organization and development of new channels of distribution.

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"I would hesitate to say how much money is being wasted in advertising at the present time. I know that every advertising man here will agree with me that it is tremendous, because I never knew an advertising man who could not show me things that were radically wrong with the copy of the other fellow.

"Every dollar unnecessarily added to costs, every dollar that does not represent full value to the ultimate user or buyer of the product is a detriment to the success of any business. The wastes of inefficient advertising, like the wastes of inefficient personal selling, have piled up enormous burdens that must be carried by efficient production.

"Much of the advertising of today is destructively competitive. If advertising is to take its rightful place as a constructive economic force every advertisement should aim to broaden the market for the product that it features rather than to make inroads on competitive business.

Advertising Must Lower Costs

"The advertising man must reverse his tactics. He is too much of the specialist. He needs to forget some of his high-brow psychology and learn a little more plain common sales sense.

"The inherent virtues of advertising as a great selling force are so strong that even the crudest and most primitive advertising has done much to reduce the cost of selling. As an economic factor advertising has survived and grown, despite the handicaps of ignorance, prejudice and abuse to which it has ever been subjected.

"The duty laid upon advertising men today is so to perfect themselves and their tools that advertising may do its full share along with production to cut the price of merchandise. The outstanding requirement is lower distribution costs."

The meeting gave over considerable time to discussing the shortcomings of the post office authorities in regard to handling circular matter. A committee was appointed to investigate the situation and report back to the directors. The convention refused to adopt a resolution in support of the campaign of the American Institute of Baking to get the public to "eat more bread." It was moved to hold a fall convention some time in September or October. The matter is to be put to a referendum vote.

A reader from Detroit writes, "The anvil chorus has started again. During a recent trip over the country I found a number of branch managers, some salesmen, and even some sales managers who are assuming the attitude, 'Well, things are pretty good right now, but I see signs of a squall on the horizon.'" Our reader adds that he would join a committee to duck these fellows in the nearest mill pond, provided he knew the water was good and cold.

How to advertise without waste

When you enter the public prints you pay for circulation. But how many readers never see your advertisement? How many pay no attention? Waste is unavoidable.

Premium Advertising

is advertising without waste. Not shotgun selling. Every shot is aimed—a rifle bullet bound to reach its mark. Premiums solve the substitution problem, interest all members of the family, help salesmen to introduce the line—and generally benefit manufacturers, retailers, and consumers.

Our Plan

relieves you of all worry and bother. Briefly, this is the way we work: you enclose a coupon in the package, or designate a portion of the label as a redemption token. We do the rest—including compiling the catalog: carrying all stocks; shipping direct to consumers as articles are called for (you pay only for articles as shipped).

The articles we supply include Eastman Cameras, Eversharp Pencils, Phoenix Hosiery, Waltham and Elgin Watches—and scores of other branded favorites.

Here are a few of the many concerns of outstanding importance that include Premium Advertising in their sales promotion plans. Most of them use our Premium Service.

LEVER BROTHERS COMPANY
INTERNATIONAL MAGAZINE CO.
QUAKER OATS COMPANY
SWIFT & COMPANY
CAROLENE PRODUCTS CO.
WRIGLEY MANUFACTURING CO.
AUTOSTROP SAFETY RAZOR CO.
THE SHEFFIELD CONDENSED MILK CO.
THE J. B. WILLIAMS COMPANY
CURTIS PUBLISHING COMPANY
UNITED DRUG COMPANY
WAPLES-PLATTER CO.
ARBUCKLE COFFEE CO.
NOWAK MILLING CORP.
THE WOOLSON SPICE CO.

Two short, crisp booklets tell the complete story. Send for them today.

The PREMIUM SERVICE COMPANY, In 199-201 Franklin Street New York City	e.
Send the booklets, "The Why of Premi and "Our Service."	um Giving"
Name	
Title	
Firm.	
Street	
CityState	***************************************





W. A. LAVAT has been made general sales manager of The Royal Typewriter Company, New York City, succeeding H. J. CLOSSON, resigned. Mr. Lavat joined the Royal organization seven years ago as a salesman, and has arrived at his present position through successive steps of branch manager, assistant sales manager of the Western division and manager of the New York City territory. R. C. ROBINSON, a member of the Metropolitan sales force, has succeeded Mr. Lavat as Metropolitan manager.

HARRY H. CHARLES, president of the Charles Advertising Service, was elected president of the Advertising Club of New York. Frank Presbrey, president of the Frank Presbrey Company, was reelected vice-president; HERMAN G. HALSTED, vice-president of Paul Block, Inc., was elected treasurer to succeed Mr. Charles; and the three directors chosen were C. K. Woodbridge, president of the Dictaphone Corporation and retiring president of the club; GILBERT T. HODGES, advertising director of Frank A. Munsey Company; and ARTHUR DOORNBOS, vice-president of Ruthrauff & Ryan, Inc.

LEON L. ALLYN, for ten years with the sales department of the Kalamazoo Loose-Leaf Binder Company, Kalamazoo, Michigan, was recently elected general sales manager and vice-president of that concern. Mr. Allyn started with the organization as salesman, later became agency manager, then district sales manager in charge of the Mid-West territory, and for the past two years has been engaged in the development of new salesmen at the home office.

After fifteen years as advertising manager and assistant general manager of The Baltimore News, and the past two years of the Baltimore American as well, Frank D. Webb has resigned to become associated with his brother, D. STUART Webb in the advertising agency business in Baltimore. His father, F. R. Webb, MISS ANNE J. COLEMAN, and ALFRED I. ARNOLD, have also left The Baltimore News to go with Mr. Webb.

F. M. Young, formerly sales manager and later general manager of the Prefex Radiator Company, Racine, Wisconsin, and his associates have purchased that company which is now known as the Racine Radiator Company. Mr. Young is vice-president and general manager of the new organization.

Robert W. Woodruff has been elected president of the Coca-Cola Company, Atlanta, Ga., succeeding Charles Howard Candler, who resigned and has become chairman of the board. Mr. Woodruff has been connected with The White Company, makers of the White Motor Truck, for more than twelve years, during which time he has been a director, vice-president and sales manager with headquarters in Cleveland and New York. While Mr. Woodruff's election to the presidency of the Coca-Cola Company will make it necessary to sever his active connection with The White Company, he will continue to serve them in an advisory capacity as a member of the board and vice-president.

M. L. APFEL has joined the American Grocer Company, Little Rock, Arkansas, as sales manager. For eleven years Mr. Apfel was sales and credit manager for Walker-Smith Company of Brownwood, Texas, and for the past three years has been associated with Procter & Gamble, in the Dallas and Memphis territories.

HENRY SIMLER, who has been connected with the Remington Typewriter Company in various capacities for the past twenty-four years, the last four as Canadian sales manager, has joined the American Writing Machine Company, Newark, N. J., as vice-president and sales manager in charge of branch offices.

The Board of Directors of McGraw-Hill Company, Inc., has designated Malcom Mur as senior vice-president, and, in the absence of the president, as acting president and executive head of the company. The McGraw-Hill publications have been recently divided into three principal groups, each group being placed under the management of a vice-president. E. J. Mehren, Mason Britton and O. D. Street, vice-presidents, are the executive heads of the engineering, industrial and electrical groups, respectively.

FRANK J. O'KEEFE, formerly a member of the McLain-Simpers organization, has rejoined them. In the interim Mr. O'Keefe was with the N. W. Ayer & Son and Snodgrass & Gayness.

HILL BLACKETT, former account executive with Lord & Thomas, Chicago advertising agency, is a member of Blackett & Sample, a newly formed agency located in Chicago.



The Receiver Comments on the Toad-Eating Fraternity

By John P. Wilder

The supreme test of a rising young business man is often his ability to salt down idle flattery of leading members of the mutual admiration societies. A professional receiver tells in this article how two business concerns crashed as a result of brilliant men who took themselves too seriously. We wish this story was just what it may sound like—an interesting yarn. The tragic part of it is that it is gospel truth, with only a thin veil of disguise to save the feelings of the men spoken of.

"S PEAKING of failures," remarked the receiver with a significant glance at a corner of the clubroom where a little group of kindred spirits had drawn apart for purposes of mutual admiration, "I believe that more good business men are ruined by their friends than are ever injured by their enemies. Let me select a man's friends, and he can go as far as he likes in picking out his own enemies.

"There is young Goodenough, for example. You know the man I mean—late sales manager for Rubicon tires—'America's premier tire salesman,' as the reading notices put it. And he was, too—until his friends hung that medal around his neck. He could pick dealers with almost uncanny foresight, but when it came to picking friends he sure needed a guardian.

"What happened to our genial young friend is well enough illustrated by that bunch over in the corner. There is always a gang of toadeaters around these clubs—just yearning for a good chance at the blacking on somebody's boots. There is always the type of salesman who tries to make a hit by groveling in the dirt and bumping his head on the pavement. There is always a subordinate, or two, who keeps the incense burning, and eats dirt with particular relish. We all know the breed, and every business man has to put up with a certain amount of bootlicking and flattery. But he doesn't have to accept it at face value,

even though it may carry a sweet savor to his nostrils.

"The trouble with Goodenough began when they elected him chairman of some committee or other, which was arranging a banquet to some visiting potentates. He had plenty of ideas, but no time to carry them out. The boys to do that job were naturally those who had plenty of time on their hands, and his instinct was all right when he picked the club hangers-on to do the leg work. They did it, with trimmings, and by the time the banquet was over they had him chained to a pedestal and were lining up for the privilege of kissing his feet. He had become the club's own Little Boy Blue and until he blew his horn 'nobody could do nothin.'

"Inside of six months he was president of the club, and one of the most prominent young business men in town. You couldn't pick up an issue of a business publication, hardly, without finding his name mentioned, and generally he was quoted at length. Interviewers began to congest the company's waiting room, with tongues hanging out for his views on pretty nearly everything under the sun. Nobody could hold a dinner, or start a hospital, or dedicate a new fire house without having his name on the program. Every enthusiast with a passionate panacea for reforming the universe pitched camp on his doorstep. A dozen worthy causes for the betterment of humanity enlisted his sympathies and



The Famous Schulze System

MAKING LETTERS PAY

is now available in book form at MODERATE cost

"Making Letters Pay," by Edward H. Schulze, presents in a single volume Mr. Schulze's practical system for making business letters produce better results, in less time, at lower cost. It contains 700 sales and collection ideas which you can use at once and go on using every day—which meet every important business problem that can be handled with a letter. The ideas and methods are worked out completely and ready for actual use. It is a volume that should be at work in every sales office. "The most useful thing that has ever found its way into my office."—J. J. Sherlock, Sec'y, Illinois Nail Co., Chicago.

Illustrated. Thumb Index. \$5.00

OTHER IMPORTANT BOOKS FOR THE SALES MANAGER

Charles Henry Mackintosh's New Book CREATIVE SELLING

Shows simply and directly how, through clear thinking and convincing expression, to make others think as you do.......\$1.50

THE LAW OF SALES

By James Burton Read

THE MAKING OF AN EXECUTIVE

By A. Hamilton Church

ADVERTISING FOR THE RETAILER

By Lloyd Dallas Herrold

Practically an encyclopedia of advertising as it is done most effectively by the retail merchant. A volume of real value to anyone distributing through retail channels. Illustrated \$5.00

At All Booksellers

Send for Catalog of Business Books

D. APPLETON & COMPANY

35 West 32nd St., New York

Wanted!

FTER selling practically every large concern in America our MAKING LETTERS PAY SYSTEM (a \$36 proposition) entirely by mail, the gross sales running well into six figures, we have disposed of the book rights to D. Appleton & Company of New York, who are now selling Mr. Schulze's successful system of making business letters pay in book form (\$5.00 with thumb index).

We are now looking for another specialty which we can sell by mail to business men. We have the ability and the money to finance successful sales work but will not engage in manufacturing.

Our main business is to help manufacturers increase their sales. The methods we give to them are so effective that we naturally want to use them on our own account.

Write direct to Mr. Joseph Jones, Jr., of this office.

Edward H. Schulze, Inc. Direct Mail Advertising
Woolworth Bldg. [37th Floor] New York City



claimed his attention. He was acclaimed far and wide as the original and only genuine Mr. Fixit, and he did his level best to live up to the reputation. Then the sob sister from the Genuflectors' Own Magazine wrote that piece about 'America's Premier Tire Salesman' (with a full page portrait in sepia), and somebody laid a copy on top of the semi-annual sales report on the president's desk. Events ensued, of a tolerably poignant description, and the premier tire salesman resigned with injured dignity, leaving himself wholly in the hands of his friends.

"The worst part of it was not the losing of his job, but the fact that he was just about totally unfit to tackle any job of serious work that might be open to him. The gang of toadies and bootlickers melted away like snow in June, and other constellations rose in the journalistic heavens. But the exalted opinion of his own importance to the universe remained. I don't mean that he had merely a case of swelled head. It was rather a sense of enormous responsibility. He owed it to the business community, and to humanity in general, not to bury his lofty ability in merely routine employment. He really swallowed the pap which the panhandlers fed him, you see, and has got his ego all tangled up with his sense of duty.

He Thought the World Needed Him

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"He came in to see me the other day with a proposal that I retain him to reorganize some of my lame ducks—on a really scientific basis, he said. I offered him a territory which ought to be good for considerably more than he ever got with the Rubicon outfit, and he looked at me as reproachfully as if I had suggested that he rob the till. I'm fairly good at unscrambling business complications, but a proposition of this kind beats me. That's a job that every man has got to tackle for himself, and he can't get out of it by appointing any receiver whatsoever.

"That is only one example, and a comparatively minor one, of what happens to the business man who doesn't keep perpetually on guard against the whole tribe of bootlickers. I can name you a number of instances in which men you know by reputation have been kept for years in ignorance as to what was going on in their own businesses, just precisely because they opened their minds and hearts to the servile flatterer and shut out every honest man who would tell them the truth. I, a perfect stranger, have gone into a business office; the head of the business was absolutely thunderstruck at being told what had been going on under his nose and before his eyes, perhaps for years. I can name you at least one concern today where the active head might as well be living in a soundproof vault, for all that he knows about the vital facts of the business.

"It is understood that we are naming no names, of course, but I'll give you a specific instance. In May, 1918, a certain individual bought control of a substantial concern manufacturing shoes. Call it shoes, anyway. He had been president of a subsidiary of one of the big rubber goods combines—one of those

office boy presidents, you know, who gets his orders from headquarters. Well, he bought fifty-one per cent of the common stock of the shoe outfit, with the help of his friends, and started out to show Standard Oil and U. S. Steel a thing or two. He brought over with him a healthy retinue of relatives and others who wore out the knees of their trousers before the suit was paid for. He packed the board of directors with this gentry, fired the executives of the old regime who showed signs of lese majeste, and launched on a career which would make Rockefeller and Morgan look like two-spots.

"Those were the days, you remember, when prices were climbing higher, by the hour almost; dealers were besieging the manufacturer to accept placing orders for any old delivery, and the sky was the limit. It was very pleasant, sitting there on the top of the world in the sunshine, and listening to the honeyed prophesies of greater bliss to come. The world had reached a new 'economic level,' they told him, and would go on from there, with him as the Moses of the new era. Of course it was rot, but it was what he wanted to hear, bless you! And he wouldn't listen to anything else, because anything else was unpleasant.

He Tried to Play Moses

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"So they pledged every nickel of the surplus of the shoe concern, hocked the assets at the bank, and built a big rubber footwear factory at prevailing costs. They built an automobile tire factory, and a felt factory. They bought out a half dozen jobbing houses and turned them into branch offices. They rigged the stock market, increased the value (on paper) of the original common stock, and sold the minority stockholders several bales of securities in the new enterprises. The Moses business was working fine. And then the slump came! Moses listened to the prophets for a month or so in a daze, went home one night with a bad cold, developed pneumonia next day, and was buried inside of a week. The business was a total wreck except for the jobbing houses which had a certain amount of good-will with the trade. It is now struggling along as a jobber for other manufacturers.

"I'm here to say that there was nothing the matter with the man's ability, nor with his judgment under normal conditions. But he had an appetite for flattery, and they laid it on with a shovel. The more he got, the more he demanded, and there came a time when his ear simply could not be reached with anything else. Even the figures on a balance sheet didn't mean anything to him any more, until some panderer had 'interpreted' them to mean something pleasing to his vanity. His case was hopeless, because he had reached the point where it could be said of him as it was said of Caesar:

"'And when I tell him he hates flatterers, He says he does, being then most flattered.'"

Local dealers in Hungary think the chances are favorable for introducing American underwear, if prices are not prohibitive. Uptown Chicago's Most Favored Hotel



500 Rooms all with bath

Sheridan-Plaza Hotel

Sheridan Road at Wilson Ave., Chicago

PTOWN CHICAGO has come into its own. Thousands of visitors now exercise their strong preference for a hotel on the North Shore. This is especially true of salesmen desirous of efficiently working this rich retail district. In answer to such demands the new Hotel Sheridan Plaza, in the center of Uptown, provides accommodations of surpassing merit at prices relatively very moderate.

The beautiful main restaurant has already attained wide fame and in the Narcissus Grill (cafeteria) food of choicest quality is obtainable at ordinary cafeteria prices.

18 minutes from downtown. Elevated express trains. Surface cars. Motor busses to downtown through Lincoln Park stop at the door.

Large sample rooms.

Wm. B. Smith, Manager



What Sort of Reports Do Your Salesmen Write?

Are they long-drawn out accounts of why the salesmen didn't get the business, but holding out great hope for the future

Or are they concise, informative reports giving information you are glad to have—almost as glad to have as orders?

Or don't they write any reports at all?

Dartnell has just revised

"A Salesman's Correspondence"

By J. C. Aspley
Editor, "Sales Management" Magazine

It is expressly written to help sales executives solve the report problem. It sells salesmen on the value to them of writing reports. It shows by numerous illustrations that a good report is a salesman's best advertisement.

Hundreds of letters from sales managers testify to the effectiveness of this Dartnell manual. More than two hundred leading concerns purchased quantities of the previous editions to hand to their salesmen.

The manual fits the coat pocket. It can be read through in a few hours. But the impression it makes on a salesman lasts for the rest of his business career. It will solve your report problem—if you have one.

Price on Approval
\$1.10 in boards; \$1.60 in leatherette

The Dartnell Corporation

Publishers

1801 Leland Avenue, Chicago

A Plan that Sold a Car an Hour

(Continued from page 720)

figures, charts, graphs, and facts that cover practically every phase of selling automobiles.

"Last year we lost money on a lot of off-brand cars, when taken in trade. I have here a list of all these 'cats and dogs,' and you can rest assured that when one of those cars are offered us this year, we are buying them RIGHT, or not at all."

Thumbing on through this book, which is worn dog-eared from constant usage, we find a graph showing sales of leading cars in Cleveland. It pictures the exact standing of Studebaker among various other brands. On another page is a graph showing sales of Studebaker cars in Cleveland, Chicago, New York and Boston, as compared with population. Cleveland is far ahead in ratio of cars per thousand of population.

"But what good is all this mass of information," I asked Mr. Murnane, trying to be as skeptical as possible.

"Why, just look here. I have set a certain quota for our sales this year. How am I going to know from month to month how we stand without the facts? Look at this chart. It shows sales month by month of all cars sold in the Cleveland territory—it is a regular warning signal to me in case the Studebaker line begins to drop. Now, here is another chart that shows me just where I stand on sales, as compared with the general average. Look at this line-it is the Studebaker line-look at this other line, notice the peaks and valleys. It is general sales of cars in Detroit. My valleys don't drop as low in the dull months as it does. It shows me that I am not piling up big overhead expenses in months when car sales run low. Why, man alive, I would be running this business on pure guess-work without this book."

Facts That Show the Danger Signal

I was duly convinced. But Mr. Murnane had more facts to show that it pays to know day by day what is going on. On another page in the black book (I think he calls it his bible) is a recapitulation of sales by months for four years past. He doesn't have to guess that this month's business is going along all right. He knows just how he stands in comparison with that month's business for the four preceding years. And it only requires a moment to find out, for there it is all charted and tabulated, ready for reference on a minute's notice.

"We don't run an appraisal bureau here. Before a salesman can have a used car appraised he must have demonstrated the car, and practically secured a promise to buy the car if the allowance is right. In many places you can walk right in and get an estimate on any old car the prospect happens to have. We don't do that here. We sell the car first, then make the appraisal, and once the car is appraised the price set is final. Not one penny's deviation is permitted. Only half an hour ago a salesman

brought in a man who thought we had not made a fair allowance on his car. We had offered him one hundred dollars for it. The salesman thought we ought to do better. In my conversation with the man it developed that he had been trying for several weeks to sell it, yet couldn't get even a hundred dollars for the old car. I asked him how he expected us to get more than a hundred dollars for it, if he couldn't. We refused to increase the offer. I don't know what the outcome will be, but I would rather lose the sale than take in his piece of junk and lose money on it."

For the month of May every Stude-baker salesman in Cleveland is a member of a baseball team. On the night of May 4th a banquet was held, and Mr. Murnane bought a regular Louisville Slugger baseball bat. The salesmen used this bat in choosing their teammates. Remember how you used to choose players when you played on the sand lots, by pitching the bat to your opponent and then edging up, fist over fist for the last grip? That's the way the teams were chosen for the May drive.

At the end of the month the winning team will play a burlesque baseball game with the Cleveland Indians. Three hundred Studebaker owners will parade to the ball park to witness the game. The idea behind this baseball contest is to get the top-notch salesmen teamed up with the weak sisters, so that the better salesmen will crowd the poor ones so hard that they will have to sell more cars. Imagine what a salesman, who is selling a car a day, will do to a teammate of his who is selling a car a week and thus jecpardizing the chances for winning a prize. If anything will pull the weak sister out of the rut that fast stepping salesman will.

When Territories Are Abolished

During certain months of the year all territorial lines are abolished and the salesmen for the various neighborhood agencies in Cleveland can sell anywhere they can find a buyer. This plan prevents certain agencies or certain salesmen from nesting too long on china eggs.

"I have never fired a salesman since I have been in charge here," said Mr. Murnane. "I simply let them eliminate themselves. After a man has been with us six months he must sell a certain number of cars each month, or out he goes. He isn't discharged. We have nothing to do with it here. If he sells dropped automatically. My policy is to give our men all the leads they need, and we simply can't be giving live leads to salesmen who can't produce. Alibis and excuses don't go.

"March was qualification month. Every salesman had to sell five cars or go. One of my best men—a gold star man sold but three cars, and—well, to put it in slang—he got the air, or rather he took the air. I have been rather severely criticized for this policy, but I have no trouble in getting plenty of men who can sell their allotments, so why should I worry along with men who will not, or cannot work."

Record Expense turned into Profit!

Records that are now hiding facts are made to bring these facts out into the open, where they demand—and **get** action.

The live information in your active records is brought to your finger tips—instantly available, making your records a positive factor in your profit account.

Many forms, one principle_ perfect VISIBILITY



Spread out on Acme Visible Equipment

Your Sales Records build business Your Credit Records avoid losses Your Production Records lower manufacturing cost

Your Ledger Records reduce arrears on accounts receivable

In connection with every record Acme Visible Equipment multiplies its value, effects increased control, and economy operations, that will permeate your entire organization.

Your present forms may be transferred to Acme Visible Equipment. Again, reference to our library of standard forms, applicable to every character of record, may suggest a better form to you.

The coupon attached to your letterhead will bring detailed recommendations.



118 S. Michigan Avenue - - Chicago, Illinois

YSTEM CO., CHICAGO		. 623SI
· ·		, also detailed proposal on equipment for
and sample forms applicable to	Kind of Record	,
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EDITORIAL

The Job Ahead of the National Sales Managers' Association

As this issue comes off the press, delegates from sales managers' clubs all over the country will be

leaving for Atlantic City, to attend the first meeting of the newly-formed National Sales Managers' Association, June 8th. It will be another month before we can give a detailed account of the meeting, the men chosen to officer the organization, and the plan of procedure to be followed. But we won't have to wait a month to predict that the new association will become a potent factor in lowering the present excessive distribution costs, and a powerful influence in raising the whole plane of sales management.

We make this statement with a full knowledge of the pitfalls encountered by previous national associations, and after having heard all the reasons why the new venture must follow the same sunset trail. But it cannot be too emphatically stated that the new association has nothing in common with either the old International Sales Managers' Association, the World's Salesmanship Congress or the Sales Managers Division of the Associated Advertising Clubs of the World, all of which departed this life because they never had any reason to exist-unless fraternizing can be called a reason.

The new association has been organized to do a definite job. The whole structure of sales management is threatened by a rising tide of distribution cost. Already the halls of congress have echoed with contentions of politicians that the root of high living costs is wasteful distribution. It does not require a supernatural vision to see breakers ahead for our present costly ways of marketing manufactured products. These costs must be brought down, not in this or that industry alone, but in all industries. We all carry one another's burden. It isn't the other fellow's problem. It is the common problem of everyone engaged in distributive processes, and the sales managers of the country, being the key-men in these processes, must stand together or fall alone.

Here, then, is a real man's-sized job. It is not a Sunday school social, or a debating society that invites you. It is not an association of booster clubs that is bidding for your support, but an organization that proposes to make your job and mine a bigger and a better job, and to render a definite, clearly defined contribution to the cause of sound economic conditions—a movement you cannot afford to ignore. Sooner or later you are going to put your shoulder to the wheel, because it is your wheel. Better sooner than later. Don't let it be said that you came in after the association was a success. Get in now and take a hand in making it a success. The new association needs you, but not nearly so badly as you need it.

Purchasing Agents Not An editorial published to Limit Salesmen's Calling Hours

in the March issue of SALES MANAGEMENT stated that the Na-

tional Association of Purchasing Agents was planning a campaign to limit the calling hours of salesmen. We are advised by A. Clohosey, president of the association, that no such campaign is planned, and that, on the contrary, the association disproves of the practice of limiting the calling hours of salesmen. While it is hard to reconcile this statement with the fact that there is a growing tendency to restrict the hours in which purchasing agents will see salesmen, we are glad that the association of purchasing agents is opposed in principle at least to this practice. If we may be permitted the suggestion, we hope that at their next convention the purchasing agents will go on record definitely and unequivocally as being opposed to this practice. It would fortify the local clubs, and it would be a real contribution to the cause of lower selling costs-a cause in which sales managers and purchasing agents alike are interested.

of the Changing Order

Another Indication Five years ago when SALES MANAGEMENT was founded, advertising was regarded as a thing apart from selling.

So we set ourselves to bring about a closer relationship, and show that advertising of the future would be more than merely words and pictures and would be an integral part of the sales plan. There has been much evidence of late to show that this idea is now taking hold. The latest indication is a new publication called *The Advertising Fortnightly* which in its editorial specification declares that "Those who practice advertising are not faced with advertising problems, but with marketing problems." We are glad to welcome the *Fortnightly* into the field. There is much to be done, and room for all. Still another indication is the attitude of the Association of National Advertisers themselves, as reflected in the address at Detroit by an advertising executive of the General Motors Corporation. There has been too much mystery thrown about advertising. The test of good advertising is simple: "Will it help a salesman sell goods?" If the answer is "Yes" it is good advertising. If the answer is "No" it should not be approved.

OMMENT



A Crying Need for Better Sales Management

"The average man with a second-hand car is a far better salesman than the man who has a new car to sell," says a promi-

nent automobile man. Right now thousands of dealers are bidding against each other for the privilege of taking in open cars, as part payment on closed cars. There is, as everyone knows, a marked trend towards the closed car. What will the dealer do with the old open cars he is buying in so eagerly?

An official of the National Automobile Dealers' Association is authority for the statement that \$105,000,000 were lost on old cars last year. He bases his figures on Blue Book values, which are admitted high in many instances.

All too often we look upon a sales manager as a man who can successfully sell goods. Too seldom do we consider his ability as an all-around executive. Apparently the automobile dealers need better sales management ability-ability that will teach men to sell cars, rather than have second-hand cars sold to them.

There has been a sixty per cent turnover in automobile dealers since 1918. Three years is the average life of an automobile sales agency. Never was there a better opportunity for men of real sales management ability-men who sell with one eye on the profit and loss statement. There are literally thousands of these opportunities in the automobile business. But these opportunities are demanding big men to fill them. Truly, sales management holds unparalleled opportunities for the right men. The automobile field is but one of the many that are calling for real sales executives, with a broad vision, and a tight grasp on the fundamentals of successful busi-

Another Non-Advertiser For many years the About Faces

annual coffee drive staged by the salesmen

for Reid-Murdoch Company, the big Chicago grocery house, has made coffee history. One of the big "talking points" used by the salesmen during these drives has been the fact that Monarch Coffee was not advertised.

Two or three years ago a member of the Dartnell editorial staff sat speechless and listened to one of the officials of this company boast of Reid-Murdoch's disbelief in advertising. He was shown letters being sent out to their salesmen telling the men not to forget to tell the dealer that Reid-Murdoch were putting the money they might have spent in advertising into the quality of the coffee. All the old-time "chromos" against advertising were dusted off, and trotted out for Reid-Murdoch men to use.

Some months ago Reid-Murdoch started advertising. First they advertised for salesmen. Then, little by little, they gradually began to drag in a few words of praise for their coffee. We consoled ourselves with the idea that of course the great house of Reid-Murdoch had not stooped to advertising. We thought they were simply telling how good their coffee was, simply to let the prospective salesmen know what sort of a product they were being solicited to sell.

But now we must be forced to the conclusion that modern grocers gave Reid-Murdoch salesmen the horse-laugh when they openly boasted of the nonadvertising policy. Anyhow, something must have happened, for Reid-Murdoch are now brazenly advertising—in full color pages. We hope they didn't forget anything in their advertising. They list forty products, print pictures of nineteen cartons, offer a free booklet, show three arrows, with colored feathers, a picture of the plant, and a lion's head.

Fall Business

The Outlook for A lot of wild guessing is being done these days about the business outlook. There are some

economists who look for a serious depression in business this fall. These economists base their opinion on a study of preceding cycles. The other group is more optimistic. It argues that business has the present situation well in hand, and will be able to check inflation the moment it appears. All agree, however, that much depends on how the building boom will be kept within bounds, and that the course taken in this industry will pretty accurately determine the course to be taken by all industries. Our opinion is the same as the opinion which we expressed in these columns at the beginning of the year—namely that there would be a settling down process early in the year, becoming more pronounced as the year progressed. We don't look for any boom, neither do we look for any panic, as Mr. Rorty of the National Bureau of Economics seems to feel is possible. We also think that this summer is an excellent time to groom new salesmen and repair the sales fences. It is significant, we think, that such astute students of economic conditions as the Westinghouse industries are instructing sales managers to take advantage of the lull to break in new men, even though at the present many of their factories are oversold for the balance of the year.

Distribute Omaha

REACH direct from this strategic point 3,500,000 people, whose per capita purchasing power is the highest in America. Investigate Omaha's advantages

> Write for Sales Digest Book of Omaha

Address Chamber of Commerce



Where the Sale Begins

First impression is important—see that the card you present is an indication of your business character.

business character.
Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.
We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company
Established 1857 CHICAGO 705 Peoples Gas Bldg.

Peerless CARDS
Book Form

When Price is an Obstacle

(Continued from page 712)

media is relatively low so that we can, on our appropriation, make quite an effective showing.

The copy appeal must be to sell the functions of our caster, and be suitably illustrated, i. e .:

1. A \$500 floor ruined by one gouge (a few dollars invested in Casters make such catastrophes impossible)!

2. This rug cost \$100. through with ordinary casters in four years. Less than \$- invested in a set of -- casters would have given it a life twice as long.

3. Two illustrations-one of man struggling to arise from chair with ordinary casters. Other man rising easily. Copy: "_____ casters easily. Copy: will save you time, energy, temper,

All copy should include a suitable trade-mark, perhaps a close-up of the caster itself. All copy should offer "if unable to obtain casters at your dealer's, - and dealer's name for a trial set," with money-back guarantee. This is safe, because forty-nine out of fifty who try, buy.

Of course, all replies will be merchandised to dealer mentioned by our salesmen and by mail using inquiry as a reason for him to buy. Incidentally, in our sales plan for dealers we should include provision for a "satisfaction or money-back guarantee."

All advertising should likewise be merchandised to dealers by salesmen and by mail. Provision for a special display for dealer's windows and interior use should be made. This should be a close tie-up with the national advertising.

Similarly, all advertising should be merchandised to the manufacturers by salesmen and by mail. It will be shown them that our consumer advertising will make their sales resistance less if they equip their product with our casters.

At the same time we will start a direct-mail campaign to leading hotel managers, clubs and business offices offering our casters on approval. The results achieved in this work will be used in our sales work with both dealer and manufacturer. For example, if we can secure adoption of our equipment in such a hotel as the Commodore or the Willard we will have effective ammunition for all further sales work.

Because of the widespread appeal and utility of our product our policy should be opposed to exclusive agency arrangements. Dealers first to take on our product will naturally benefit most from our promotional work.

If other considerations permit, it may prove advantageous for us to send to the more prominent stores a demonstrator to work in conjunction with a special sale stunt, such as localized direct mail to consumers, expense shared by dealer, etc. The demonstrator would be very valuable in selling the merit of our product to all the dealer's sales people.

Our salesmen must be instructed in the way to most effectively "cash in" on our advertising, not only by securing dis-tribution, but also by providing the dealer with definite selling plans for our product, such as window display, local newspaper advertising, local mail advertising, offer to install trial sets, etc.

Because of the prestige and influence of certain large sales to hotels, etc., one specialty salesman should be employed to work this class of trade.

Another special man would be most effective in bringing all the advantages of our products home to the manufac-

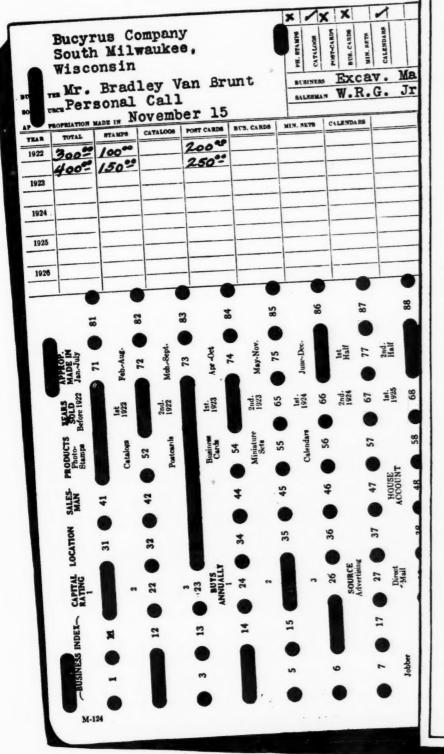
It is doubtful if much can be looked for from the jobbing trade, because jobbing is largely a distributive function, and as yet there is no widespread demand for our product.

Naturally we should continue to solicit jobber business in all territories where it is impossible to reach dealers directly. But it must be remembered that sales to jobbers will probably exert little influence on the manufacturers who, after all, are our largest potential market. By developing consumer demand both direct and through the retail furniture trade we will in the most direct way bring the desired influence to bear upon manufacturers.

Consumer advertising in national media is the most logical procedure even if funds permit the use of but a single publication (cost \$1,000 to \$5,000) and only four or six insertions in one year. Direct mail work can be adjusted to fit the scope of our operations and to tie in with our national advertising. Even a little advertising in the right place will give our salesmen much in the way of added confidence and help inspire the all important idea of selling caster service, floor and rug insurance, ease, comfort and greater convenience instead of plain casters. Because we sell such service our price will be compared with the service not with that of ordinary casters.

E. T. Meredith, former Secretary of Agriculture, will preside at the Agricultural Department meeting at the convention of the Associated Advertising Clubs of the World, to be held at Atlantic City, June 3 to 7. Secretary of Agriculture, Henry C. Wallace, will speak on "The Importance of Farming to All Business," Samuel R. McKelvie, former governor of Nebraska, will speak on "The Comeback of the Farmer." "The Farmer—The Biggest Buyer of All," will be the subject of an address by Dean Harry Hayward of N. W. Ayer & Son, and Marco Morrow, assistant publisher of the Capper publications, will tell how the farm papers cooperate with dealers and distributors.

An Example Of



What FINDEX

is doing for the Grogan Photo System, Inc.

THE Grogan Photo System
has Findexed its customers and prospects according to Business, Capital
Rating, Location, Salesman,
Products Sold, Years Sold,
Date of Advertising Appropriations, etc.

With these classifications recorded on the Findex cards by slots, the sales manager of this company has complete control of its business getting facts.

Upon a moment's notice he can have presented to him such groups as the following:

All manufacturers of machinery who buy Post Cards, but do not buy Photo Catalogs.

All customers in Salesman Smith's territory who form their advertising budgets in November.

All customers who bought last year but have not purchased so far this year.

Any group or combination of groups to answer every vital question relating to sales development.

Findex is creating sales for the Grogan Photo System. It is their greatest source of new business—from old customers. What we have done for Grogan Photo System we can do for you. Investigate Findex today.



FINDEX

(Pronounced Find-ex)

Announcing

a book on salesmanship which includes both *principles* and *practices*.

Constructive Salesmanship

by

John Alford Stevenson

Develops a simple and definite method of procedure to be followed through each step of the selling process.

Pools the solutions offered by the salesmen of representative companies to the problems of:

Securing Prospects
Obtaining the Interview
Holding the Prospect's
Attention
Meeting Objections
Getting the Order

The book follows the plan of the course in *Practical Salesman*ship given by the author at the Carnegie Institute of Technology.

Figures on the first 241 graduates of this course showed 75% making a good living and liking it and 50% making large incomes.

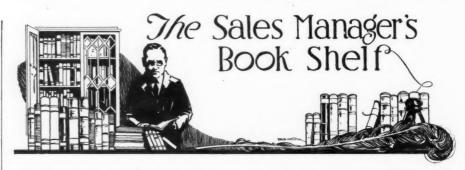
Price \$3.00

HARPER & BROTHERS

Established 1817

New York

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BUSINESS CYCLES AND UNEMPLOYMENT (McGraw-Hill Book Co.). While there is some doubt as to how practical the cycle theory is in business forecastingtake present conditions, for examplenevertheless sales managers should find many points in this new book of great value to them in sales planning. Like all McGraw-Hill publications it is decidedly brass-tack. An especially interesting chapter is that on the problem of "Cancellations," by Gilbert H. Montague of the New York bar. A number of interesting charts are included to show the relation of price-cuts to volume. It has been established, so the author of this particular chapter says, that production can be stabilized very effectively by price adjustments without affecting profits. The book is composed of a number of papers by specialists on the subjects discussed, with a report and recommendation of the president's conference on unemployment held in September, 1921.

STIMULATING THE ORGANIZATION by Orline D. Foster (Harper & Brothers). This book seems to conform to most of the business books which Harper has published recently, in that the writers do too much generalizing. evident an attempt to reduce everything to rules and principles-no doubt with the idea of class-room use. While we admit the desirability of reducing practices to principles, it is oftentimes a risky thing to do. Mr. Foster, for example, in introducing his chapter on "Stimulating the Salesman," says: "On the personality of the sales manager, even more than that of his men, depends the entire success of the selling organization." Now, we all know that personality in a sales manager is important, but there are propositions where the sales manager's personality is absolutely immaterial to the success of the selling organization. There are situations which call for personality, and others which call for planning ability, and others which call for analytical ability. Aside frem this shortcoming, however, there are many points brought out in the book that can be applied. While Harper sees fit to keep us in the dark as to who Mr. Foster is, and what his practical experience has been, it is evident that he has done a lot of foot-work in getting the data together.

Making Letters Pay by Edward H. Schulze (D. Appleton & Company). An outstanding contribution to the current books. It is literally loaded down with ideas and suggestions which a sales manager can lift out and use. Mr. Schulze very wisely wastes no time in giving you

a lot of rules that you can apply to writing letters and which, once committed to memory, will solve your letter-writing problems forever and a day. But he has gathered together a great many actual letters and plans which have been tried out and found successful, and put themselves as sales specialists. Glancing volume. The book is worth five dollars of any man's money. Even though some of the plans are not especially new (in fact, many of them previously appeared in a letter service furnished by him), you don't have to get a lot of ideas to get your money back.

BUILDING YOUR OWN BUSINESS by A. C. Burnham (The Roland Press). While this book will, undoubtedly, be of great interest to the young man who has ambitions to some day go in business for himself, there is not much in it for those who expect to carve out a career for themselves as sales specialists. Glancing casually through the book, we feel that the writer has painted far too rosy a picture of the profits which can be made in business, and the ease of getting a business established. For example, he says that one may start in the advertising agency business "virtually without capi-This may have been true before the days of agency recognition, but to start a placing agency today at least \$25,000 is necessary before you can get proper credit, and even then you have to be able to convince the publisher's committees that you know your business. Of course, one can start in the advertising business on a shoe-string, but he must place his business through some "recognized" agency which, quite properly, takes the cream of the profit—if not the account. In fact, the good agencies are fast putting up the bars against clearing business for "free lance" agencies.

AUTOMOBILE SELLING SENSE (Prentice-Hall). A book that is more about the methods of running a sales and advertising department of an automobile agency than about actual selling. The hundreds of new dealers coming into this field every year ought to find this book well worth while, but how much of it will contain anything new to the established dealers we are not prepared to say. Much of it is devoted to advice on the most fundamental principles of running a business, rather than on a sharp angled helps towards selling.

E. R. Frech, former manager of the national sales division of the Packard Motor Car Company, has joined the sales department of the Federal Motor Truck Company. He will be located in Chicago.

Why Salesmen Go Stale

(Continued from page 696)

the body, together with deep breathing, are also aids in overcoming constipation.

"If a salesman wants to work hard as a business man and deliver the goods and avoid breaking down in the midst of the game, if he wants to be sure that his greatest safety valve is in working order, then let him get a hobby-fall in love with a fad. Children love to play, and they don't often have nervous pros-tration. We don't send business men off to sanitariums because they are 'nutty' or brain-cracked, until they quit playing. We don't have to see the doctor about nerve exhaustion and brain fag until we have pursued our business activities to the neglect of our play life.

"A salesman must learn how to relax; how to rest; how to change activity. Study and cultivate wholesome methods of play. Now, I can't prescribe a fad. A fad is like a sweetheart, you will have to find one and fall in love with it yourself. If I prescribe golf, or some other form of exercise for you, then it is a sort of medical procedure with you-a health practice-you are doing it because the doctor told you to. Now that is not the way you court a girl when you are in love. You don't have to be told to do it, you'd do it if you were told not to.

What Causes Spring Fever

"Let me give you an illustration of the difference between work and play. It is summer time. Over yonder in a vacant lot the kids are playing baseball. A lad has just knocked a home run. Do you visualize the knee action as that boy runs around the diamond and slides in home safe? Wasn't that a picture of animated sprinting? Just now this boy's father appears across the way with an empty market basket, whistles, and calls the boy away from the game to go to the grocery on an errand. Now watch the boy's knee action. Never mind the look on his face, just watch the knee action. He can hardly walk-behaves like he had partial paralysis. That is the difference between work and play. The boy has to go to the grocery store. He doesn't want to. His muscles suddenly discover that they are tired. He has spring fever. He didn't have to play baseball-he wanted to. Many a boy would rather play baseball than eat-and that's saying a lot. You see there is a great difference in the effect on your health and strength when you are doing the thing you like to do as compared with having to do something that you don't want to do-something that you don't like.

"Again, in this connection I am reminded of an experience I had a few years ago over near the hospital by Lincoln Park. I came out of the hospital one beautiful, balmy, spring morning with my wife, and just as we got outside she told me that she had forgotten to see a new patient on the second floor and she would have to go back. I said, 'All right, I'll wait for you down here in the fresh air.' There were a number of boys on the street corner spinning tops, loitering

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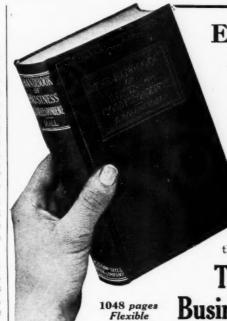
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LETTERS THAT ADMIST

FOLLOW-UP CAMPAIGNS
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ILLUSTRATED LETTERS ILLUSTRATED LETTERS
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RECORDS AND WORKING
METHODS
PRINTED AND PROCESSED
LETTERS
LETTERS
AND THE LAW
BETTER ENGLISH
BETTER BUSINESS BULLETINS

\$5.00

Every Sales and Advertising Manager should have this book on his desk

> HE practical, usable information contained in Hall's big manual of letter-writing practice is helping hundreds of sales managers to make their selling campaigns better.

Many large concerns like the U. S. Rubber Company are giving each of their correspondents a copy of the book.

The Handbook of **Business Correspondence**

By S. ROLAND HALL

2nd big printing

THE book is a complete and practical course in modern correspondence methods and mailorder selling for sales and advertising executives —filled to the covers with helpful experiences gleaned from hundreds of sources. The correspondence and mail-selling methods of scores of well-known concerns are outlined. Hundreds of sales and collection correspondents have con-tributed their most resultful letters. Two big printings in sixty days tells the story of its popularity.

More than 1,000 pages of practical information

Sanely and practically Hall discusses mailing lists, correspondence supervision, better English, working methods, management, and a score of other vital topics. He shows you how to write the right kind of selling letters, collection letters, adjustment letters, credit letters—letters to women, to farmers, to dealers, to salesmen, to professional men, etc. There are thirty big sections, each well worth the entire price of the

Hundreds of Successful Sales Letters

Among the many interesting features of this handbook are:

- 1 A section of 154 pages devoted entirely to follow-up campaigns, in which scores of successful letters, booklets, folders and cards are reproduced.
- A large section containing sales letters used by representative business firms, with statements from the original users as to results obtained. The exhibits are reproduced in full, with data showing how the letters and enclosures were used. This section is a real experience meeting on letter salesmanship.

3 A section of about 100 pages made up from a rewritten series of bulletins on better business letters, prepared originally by the author in loose-leaf form, and used by more than 500 of the leading business organizations of the country.

Coupon McGRAW-HILL

Examination

FREE

Other interesting sections are those dealing with the use of illustrated letters, the management of the stenographic and mailing departments, the compilation of mailing lists, and the self-indexed section on correct English usage.

All in all this book marks a distinct step ahead in letter-writing literature for completeness and practical usefulness.

You may send me for 10 days' examination Hall's Handbook of Business Correspondence, \$5.00 net, postpaid. I agree to return the book, postpaid, within 10 days of receipt

Examine this book for 10 days FREE!

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U.S. Rubber Gets Quick Results in the Hotel Field



THE huge sales possibilities of the hotel market are just beginning to be appreciated. Research and analysis, a real sales plan, impressive copy, proper follow-up, proper follow-through with sales force and the trade, bring their reward, in this field as elsewhere, in profitable sales. The Merchandising Staff of HOTEL MANAGEMENT is prepared to submit to you a complete sales plan.



R. D. Smith 20 E. Erie St., Chicag JITOH JITOH

342 Madison Av New York City





Jordan Takes a Hand in the Used Car Problem

(Continued from page 714)

ing a loss on many cars taken in trade, as well as making enemies of many people to whom they sold these secondhand cars.

The country has been divided into six zones, and different prices will be established for the various models in each of these zones. On May 13th newspaper announcements in liberal space carried the news of the Jordan policy to the public. The advertising features the registered plate, known as "The Mark of Jordan Service," and quotes the prices which will prevail in that zone on all secondhand Jordan cars which have been rebuilt according to the national regulations. "Look for the Mark of Jordan Service Under the Hood" is a phrase that is featured in most of the advertising copy. The idea is, of course, to create a "consumer acceptance" of the registered mark and influence buyers of second-hand cars to look for and demand this mark on all second-hand Jordans.

Used Cars Bankrupt Many Dealers

In explaining the necessity of this policy W. B. Riley, sales manager of the Jordan Company, says, "Dealers throughout the country have continually lost money on used cars in the past because there has been no standard fixed value on a used automobile. You can take any old piece of junk down the row any day and get estimates, ranging from the junk price up to a fabulous figure, which some fool dealer might allow for a second-hand car.

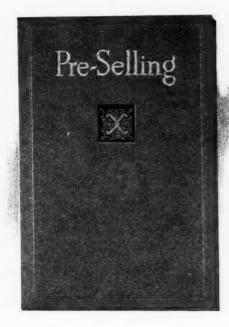
"No one has applied the first fundamental principles of merchandising to the second-hand business. The Jordan Company has determined to do this. The day will come—and it is not many months away—when we will thank our lucky stars that we were intelligent enough to establish a valuation on Jordan second-hand cars that will keep our dealers from going into bankruptcy."

The Jordan people believe that the second-hand problem will become extremely acute in the fall of this year, and to offset the dangers of a market glutted with second-hand cars of doubtful value, they have adopted this plan of standardizing the value of their cars.

In concluding a letter to Jordan dealers Mr. Riley says, "It is our belief that this policy, properly supported by every Jordan dealer and distributor, will sell more new Jordans than any new car advertising campaign we have ever put out."

Sales managers all over the country will watch the working out of the plan with keenest interest because it marks the first national attempt on the part of an automobile dealer to standardize and control the resale policies of his second-hand automobiles.

Marks a New Epoch in Direct Advertising of of the Says an Eastern Executive



Write for your copy

This booklet deals with facts drawn from 1923 selling campaigns. It contains merchandising information that may be profitably studied.

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of nd "T is the greatest development in selling," he declares, "because of its extensive application of advertising to sales."

What is Caxton A. D. A. (Applied Direct Advertising)? Why should it be hailed as marking a new epoch in direct advertising? How is it applied to all sales efforts? Can it be made a built-in part of any sales structure? What has it done?

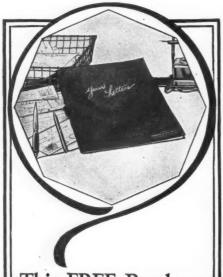
"Pre-Selling," a new booklet outlining the achievements of Caxton A. D. A., gives the facts. It tells about the new method of applied direct advertising and what it has accomplished.

A copy of "Pre-Selling" will be mailed free upon request of sales, sales promotion or advertising executives. Write for it today—learn what Caxton A. D. A. is doing.



THE CAXTON COMPANY

Applied Direct Advertising
CLEVELAND, OHIO



This FREE Brochure displays reprints of actual

Lithographed Letterheads

other concerns are using to profitably create-Increased Prestige Character Refinement and Better Results

from their correspondence

Buyers of 5,000 or more Letterheads will find this an exceptionally interesting proposition

Be sure and get your "FREE COPY"

HIGGINS & GOLLMAR

Incorporated Lithographed Paper Products

30-38 Ferry St. New York, N. Y.

Buried Alive

In the files of hundreds

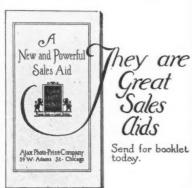
Thousands of Salesmen

Letters from pleased cus-tomers now buried in files

May Be Brought to Life

By the Ajax Photo-Print Method and in the hands of Salesmen and prospects would prove a valuable sales aid. By this Process you can make on short notice and at small expense photographic prints of anything written, printed, or drawn

Orders are coming in from all parts of the United States and they repeat. Our booklet contains full information and prices.



Ajax Photo-Print Company 35 W. Adams Street, Chicago

Brass Tack Program Outlined for Sales Managers Convention

Plans for Atlantic City meeting include discussions of vital problems of importance to sales managers, and election of officers to head new organization

S announced in the May issue of SALES MANAGEMENT the first general meeting of the National Association of Sales Managers will be held immediately after the advertising convention in Atlantic City, June 7th-8th. The Chalfonte Hotel (Room 21) has been selected as the meeting place. All sales managers who may be in attendance at the A. A. C. of W. convention are urged to remain over and attend the sales managers' meeting.

No set program has been announced, and as yet no speakers have been assigned definite subjects, yet the tentative program promises an interesting and helpful meeting, that any sales manager can well afford to attend.

The tentative program follows. Names of speakers and additional subjects will be announced at the meeting.

SALES MANAGEMENT

- 1. Restricting of territories to the satisfaction of the original man.
 - (a) Methods of making surveys.
- 2. How much time should a sales manager spend on the firing line?
- 3. The sales manager's position in the
- 4. How many letters should be sent to a prospect?
- 5. Problem of selecting salesmen.
 - (a) Why salesmen fail.
- 6. The cost of making sales.
- 7. The cost of advertising.
- 8. The cost of getting new business in a new territory.
 - (a) Percentage.
 - (b) What items should be charged to sales and what to advertising expense?

ADVERTISING

- 1. The importance of statistical figures.
- 2. Magazine circulation.
- 3. Giving the salesman special data gathered from many statistical sources.
- 4. Distribution possibilities from an advertising man's point of view vs. a sales manager's.
- 5. Advantages of a statistical department. (Blocking system.)

The Associated Advertising Clubs have appointed George W. Hopkins as head of a committee to cooperate in the organization work of the sales managers' club. Mr. Hopkins is one of the best known members of the Associated Advertising Clubs, and is also a member of the New York Sales Managers' Club and one of the organizers of the National Sales Managers' Association, and is chairman of the program committee for the Atlantic City meeting.

The first session will be devoted to a discussion of the benefits to be derived from the association, and election of officers. At this meeting the purposes and objects of the association will be thoroughly discussed.

SALES MANAGEMENT for July will carry a full report of the convention. Sales executives who are interested in further details are invited to write Charles F. Abbott, 26 Madison Avenue, Montclair, New Jersey, who is chairman, or C. H. Rohrbach, 50 Church Street, New York, who is secretary.

Nine out of ten men called on by salesmen, can't decide for themselves. Every thing they do, is done because someone pushed them into it. They go to a show because someone told them they ought to see it. They buy their car because the neighbor bought one and liked it. They couldn't decide to get a radio set until all the members of the wife's bridge club had one

The slickers who sell stocks of dubious values appreciate this trait in human nature, and capitalize it to the last notch. A man who recently promoted a cord tire plant that never made a tire, yet sold nearly a million dollars worth of stock, told me that he always sees the richest, or stingiest man in town. If he can't sell him, he will make him a present of a block of stock, just to obtain his permission to say, "Why Old Man Skinflint just bought twenty shares, and you know anything he will buy must be good." When he can say that about a wellknown financial beacon light in any small town you can bet your bottom dollar that a horde of small investors are going to dig up their tomato cans of hard-earned dollars, rip up the old mattress, or raid the family nest egg behind the loose brick in the chimney.

The adoption of a new rate of import duties by the Irish Free State appears likely to have a good effect on certain articles of American trade, such as automobiles, cinematograph films, and certain tobacco products.

It is reported that the sale of American tractors has been considerably increased, in the Melbourne district in Australia due, it is thought, to the recent agricultural show held there. A vigorous effort is being made to develop the agricultural resources in the state of Victoria.

American Management Association to Study Sales Problems

The Sales Executives' Division of the American Management Association have just completed an outline of a five-year program of study and investigation. Each year a report will be issued which will contain the facts and data gathered during the year.

The 1923 program will be devoted to "The Principles of Training as Applied to the Sales Organization." This report will be written by John A. Stevenson, second vice-president of the Equitable Life Assurance Society, and will analyze the objectives of training and explain the guiding principles that must be observed in developing an effective program of training salesmen.

Another section will be devoted to the methods of training salesmen, describing correspondence courses for salesmen, salesmen's manuals, schools in the home office, traveling schools, agency schools, sales conventions and educational conference, tests and examinations for sales-

For 1924 "The Work of the Sales Executive" will be studied and a report issued covering the most successful methods of carrying out all the recognized duties of the sales executive.

"Organization of the Field Force" will be studied and reported in 1925. "Developing Methods of Marketing Goods" is the subject for 1926, and in 1927 it is planned to investigate and make a report of "Supervision of the Field Force." During 1928 an investigation on the problems of "Developing the Field Managerial Staff" will be conducted and a report on the findings issued.

Personal interviews, questionnaires, research work will be resorted to as a means of compiling the reports.

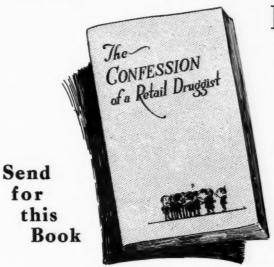
The American Management Association is an organization devoted exclusively to the consideration of the human factor in commerce and industry. W. W. Kincaid, president of the Spirella Company, is president of the association, and John H. Stevenson is vice-president in charge of the Sales Executives' Divi-

GIRARD HAMMOND, formerly domestic sales manager of the Dairymen's League and also advertising manager of the Dairymen's League News, has joined the sales force of The Crowell Publishing Company, and will represent Collier's, making his headquarters at the New York office.

WALTER C. WHITE, president of The White Company, Cleveland, announces that G. F. RUSSELL will gradually take over the sales managership left vacant by Mr. Robert W. Woodruff's election to the presidency of the Coca-Cola Company, mentioned elsewhere in this issue.

H. K. DENT, formerly associated with the Northwestern Mutual Fire Association of Seattle, is now president of the General Insurance Company of America, Seattle.

After You Create Consumer



Demand— What Then

To Advertising Agencies and Manufacturers selling through Retail Drug Stores this book is

Revelation

It is a frank confession of the attitude of the retail druggist of today toward nationally advertised goods. For many years we have all wanted to know the facts—tried to get them from the druggist-but wouldn't come across

This article—a voluntary confession written by a successful retail druggist, who is also a nationally recognized authority on retail merchandising, has opened the eyes of advertisers who have read it. It takes you into the retail drug store and behind the counter, shows you just what happens to a product after it enters the dealer's store—particularly revealing to manufacturers of drug store products who are depending upon consumer demand alone for their success.

We'd like for a copy to be in the hands of every advertiser and agency interested in this subject. A limited number has been printed.

A copy will be sent free on request to executives who will write for it

DRUG TOPIC

Published by TOPICS PUBLISHING COMPANY Also publishers of

AGLAR COOK, Publisher

for

DRUG JOBBERS SALESMAN 295 Broadway, New York JERRY McQUADE, Editor

Making a Success of Salesmanship

A New Dartnell Book by Maxwell Droke

As different from the usual run of books about salesmanship as day is from night. Mr. Droke does not attempt to tell men who have made a success of salesmanship how to do it, as the title might suggest, but he has gathered together the tested methods of over 200 able salesmen.

TYPICAL CHAPTER SUBJECTS

Getting in to See Your Man Bossing the Interview Selling the Product of the Product The Gentle Art of Keeping Human

"How Much Does It Cost?"
The Man Who Is "Too Busy to
Talk" Making Up the Other Man's Mind

Price on Approval, \$1.00

THE DARTNELL CORPORATION

Ravenswood and Leland Avenues, Chicago

\$86,000 New

Business by Mail from a \$2,300 Appropriation!

IN SEVEN months one client secured \$86,000 net sales by mail with an advertising appropriation of \$2,300. A bit unusual perhaps, but possible with the proper advertising assistance.

FREE Write today on your business stationery and we shall be glad to send you FREE reprints of articles on mail order selling by

Ralph K. Wadsworth

of this agency, a recognized authority on mail order selling.

F. McCurdy Smith 70 Fifth Ave., New York City

Now serving some forty advertisers selling by mail and through specialty salesmen.



How to use Testimonial Letters in Selling

Suggestion No. 3

In selling by mail, one testimonial letter may not cinch the prospect, but a series of six will. Each testimonial should drive home a point which is emphasized in the typewritten or circular letter accompanying it.

These testimonial letters should be handled as a drop of water—let them drip in on the prospect, not as a thunder shower which may easily be forgotten the next morning when the sun shines.

Our photostat testimonials are actual copies—convincing evidence for use by your salesmen and in mail work.

SPECIAL JUNE REDUCTION TO "SALES MANAGEMENT" READERS

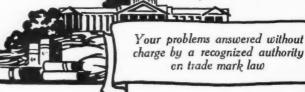
100 prints (letterhead size) from any number of originals.\$18.00 50 prints, same as above.... 9.50 Any smaller quantity, each... .20

We can copy anything written, printed, or drawn. Copies can be same size, reduced or enlarged.

Write for samples, prices and suggestions.

COMMERCIAL PHOTO - PRINT Co. 80 Maiden Lane New York City

Trade Mark and Good Will Protection



Stressing the Idea of a Sale-Mark

Macon, Ga.—Can you inform me whether, in order to qualify as a "trader" and thereby qualify for trade-mark registration, it is necessary that the originator of the mark shall be actually engaged in the sale of the marked articles?—H. M.

Until within the past few months it has been generally assumed, with excellent grounds, that the United States government would sanction exclusive possession of a trade-mark only to a firm or individual that actually owned the goods on which the brand was used and engaged in their sale as a producer, jobber, retail merchant or in some other capacity. On that premise, the censors at the U.S. Patent Office have denied registration to thousands of different marks which were accounted to be "service-marks." Every organization that sold service or undertook to identify performance as distinguished from material was denied the hospitality of the trade-mark clearing house.

Within the past few months has come, however-perhaps to the satisfaction of our correspondent and many others-a partial reversal of policy at the Patent Office, due to the final decision of a test case which has been dragging through the tribunals of the Patent Office for more than three years. Incident to the disposition of this epoch-making case, sometimes known as the "Velotine" case, or the Bradford Dyers' Association case, it is declared not essential that title to a trade-mark be predicated on ownership and sale of the goods by the marker. "Velotine," which will prove a trail-blazer for countless baffled trade-marks, is a dye-mark. Its owner receives fabrics woven by others and after completing the coloring process returns the goods to the primary producer who has held title to the wares all the time. But the new attitude at the Patent Office is that this constitutes a trade-markable addition to the process of manufacture, since the goods are not salable until after they have been completed by the dyer.

This right-about-face at the Patent Office does not lift the ban from service-marks in general. What it does is to establish a distinction between service-marks, in the more narrow interpretation of the word, and "process-marks," the latter embracing converters'-marks, finishing-marks, etc., etc. The chief umpire at the Patent Office in making the initial separation indicated that the test of whether a brand is a service-mark or a process-mark is whether or not a process adds something or incorporates something in the article trade-marked, whether, in other words, a process or a contribution to the evolution of a com-

modity enhances the value of the goods prior to their being placed on the market.

But for all that the process-mark thus tardily comes into its own on its merits. It is worthy of note that throughout this test case the intimation is inescapable that it strengthens the position of any trade-mark if it can be shown to be a sale-mark. So much store did the Bradford Dyers' Association set by this factor that in their recent appeal to the head of the Patent Office they made the assertion that the trade generally and consumers in purchasing the finished product never take into account the manufacturer of a dyed fabric, their sole inquiry being as to the character and reputation of the dyer's skill in producing desirable fast colors. Going even farther in development of the idea that an intermediary-mark may yet rank as a sale-mark the Bradford Dyers set up the theory that if a processor returns goods to a manufacturer of fabrics after completion, the manufacturer's relation to the processor "is nothing more than that of a selling agent for the product."

International Fee May Be Raised

New York.—We have heard rumors of an impending effort to increase the fee for the Inter-American registration of trade-marks under the Buenos Aires Convention. Can you tell us whether there is any foundation for this report?—W. & L. Co.

You are correctly informed. Herbert Hoover, as president of the Central Executive Council of the United States Section of the Inter-American High Commission recently transmitted the report of a Subcommittee on Trade-Mark Protection which proposes to revise the Buenos Aires Convention. It appears that not long ago various Latin-American countries which had ratified the compact signified their intention to withdraw, a proceeding which, if carried out will do much to wreck the cherished Pan - American trade - mark league of nations. It appeared upon investigation that most of the withdrawals have been prompted by dissatisfaction with the fees provided for signatory countries. Accordingly the committee at Washington has recommended that the fee for Inter-American protection be increased from \$50 to \$250. It has been argued that this fee may appear excessive but the contention of the framers of the new draft is that a firm doing international business is presumably sufficiently well off to pay such a fee for blanket protection throughout the Americas and should indeed be glad to pay it if thereby the firm obtains safety for its marks and is spared the trouble of asking protection in each individual country. It has also been considered advisable to fix the time of protection not to exceed ten years, this period being more or less of an average for all the countries of the continent. Provision is, however, made for the renewal of protection, something that was lacking in the old convention. By the new program there will be junked the old cumbersome plan of clearing trademark registration through two central registration bureaus, one at Havana and one at Rio. Under the contemplated new arrangement the Bureau which is already established and functioning at Havana becomes the sole seat of international enrollment. Of the \$250 fee, \$50 would go for the main-Of the tenance of this Bureau and \$10 in fees would go to each country participating in the cooperative scheme of trade-mark protection.

How United States Steel Subsidiaries Advertise

In the very interesting article, "Why Advertise When Oversold?" which appears in the May issue of SALES MANAGEMENT, Mr. Philip S. Salisbury, the author, says:

"Our largest industrial organization, The United States Steel Corporation, does very little paid advertising. (However, a very good argument could be made that the steel corporation might be more successful than it is now if through advertising it built good-will and friend-ship.)"

While the United States Steel Corporation does very little paid advertising itself, as a unit, still we thought you and the readers of SALES MANAGEMENT might be interested to know that many of the subsidiaries of the steel corporation advertise quite extensively under their own names in the business papers whose subscribers are the present and prospective customers of the U. S. Steel Corporation.

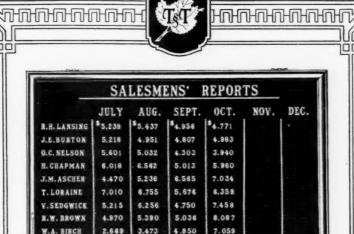
For example, The Iron Age regularly carries the advertising of such subsidiaries of the steel corporation as the Carnegie Steel Company, Illinois Steel Company, American Steel & Wire Company, American Sheet & Tin Plate Company, National Tube Company, American Bridge Company and the Tennessee Coal, Iron & Railroad Company.

We take this opportunity to congratulate you on the splendid editorial contents of SALES MANAGEMENT.

C. S. BAUR,
General Advertising Manager,
The Iron Age.

L. A. CROWELL, who replaces FRED A. SLATEN in the firm formerly named Benson, Gamble & Slaten, was at one time chief of copy staff of Lord & Thomas, and a member of the firm in charge of the Chicago office of Van Patten, Inc., Chicago advertising agencies. The new firm is Benson, Gamble & Crowell.

Newspapers report that farm implement dealers claim the farmers are liberal buyers of implements and farm machinery. Farmers may be down, but they are never out.



POST your sales records on T&T Signs, and your sales are bound to rise.

KEEP THE GOOD WORK GOING

The friendly rivalry, which is stimulated among the salesmen, by prominently displayed sales records, lasts only so long as the chart is accurate and up-to-date. Therefore an easy reading, easy to change sign, like the T & T Signs illustrated above, is needed.

T & T Signs are made of a grooved, cloth covered board, lettered with T & T Self-spacing Selluletters and Figures. The back board is fitted into an attractive frame, mahogany finished.

T & T Signs can be used for charting almost any kind of sales data, from the simplest, like that illustrated, to the more complicated special contests. Often one board can be put to both uses.

Write now for our Catalog B and further information

THE TABLET & TICKET CO.

1049 WEST ADAMS STREET CHICAGO

35 WEST 45TH STREET NEW YORK

SAN FRANCISCO

WHAT I THINK OF PELMANISM-By George Creek

PELMANISM is the biggest thing that has come to the United States in many a year. With a record of 500,000 successes in England, this famous course in mind training has been Americanized at last, and is now operated by Americans in America for American men and women. Pelmanism is neither an experiment nor a theory. For twenty years it has been teaching people how to think; how to use fully the senses of which they are conscious; how to discover and to train the senses of which they had been unconscious. Pelmanism is merely the science of thinking; the science of putting right thought into successful action; the science of that mental team play that is the one true source of efficiency, the one master key that opens all doors to advancement.

I heard first of Pelmanism during a visit to London in 1918. Its matter filled pages in every paper and magazine and wherever one went there was talk of Pelmanism. "Are you a Pelmanist?" was a common question.

It was T. P. O'Connor who satisfied my curiosity and gave me facts. At that time there were 400,000 Pelmanists, figuring in every walk and condition of life. Lords and ladies of high degree, clerks and cooks, members of Parliament, laborers, clergymen and actors, farmers, lawyers, doctors, coal miners, soldiers and sailors, even generals and admirals, were all Pelmanizing and heads of great business houses were actually enrolling their entire staffs in the interest of larger efficiency.

The famous General Sir F. Maurice, describing it as a "system of mind drill based on scientific principles," urged its adoption by the army. General Sir Robert Baden-Powell and Admiral Lord Beresford indorsed it over their signatures. In France, Flanders and Italy over 100,000 soldiers of the empire were taking Pelmanism in order to fit themselves for return to civil life, and many members of the American and Canadian Expeditionary Force were following this example.

Well known writers like Jerome K. Jerome, Sir Arthur Quiller-Couch, Max Pemberton, the Baroness Orczy and E. F. Benson were writing columns in praise and interpretation of Pelmanism. Great editors like Sir William Robertson Nicoll and educators such as Sir James Yoxall were going so far as to suggest its inclusion in the British educational system.

As a matter of fact, the thing had all the force and sweep of a religion. It went deep into life, far down beneath all surface emotions, and bedded its roots in the very centers of individual being. It was an astonishing phenomenon, virtually compelling my interest, and I agreed gladly when certain Members of Parliament offered to take me to Pelman House. A growing enthusiasm led me to study the plan in detail, and it is out of the deepest conviction that I make these flat statements:

Pelmanism can, and does, develop and strengthen such qualities as will power, concentration, ambition, self-reliance, judgment and memory.

Pelmanism can, and does, substitute "I



GEORGE CREEL

will" for "I wish" by curing mind wandering and wool gathering.

Viewed historically, Pelmanism is a study in intelligent growth. Twenty years ago it was a simple memory training system.

The founder of Pelmanism had an idea. He went to the leading psychologists of England, and also to those of America, and said: "I have a good memory system. I think I may say that it is the best. But it occurs to me that there is small point in memory unless there's a mind behind it. You gentlemen teach the science of the mind. But you teach it only to those who come to you. And few come, for psychology is looked upon as 'highbrow.' Why can't we popularize it? Why can't we make people train their minds just as they train their bodies? Why can't you put all that you have to teach into a series of simple, understandable lessons that can be grasped by the average man with an average education?"

And the eminent professors did it! Pelmanism today is the one known course in applied psychology, the one course that builds mind as a physical instructor builds muscle.

It teaches how to develop personality, how to build character, how to strengthen individuality. Instead of training memory alone, or will-power alone, or reasoning power alone it recognizes the absolute interdependency of these powers and trains them together.

It is not, however, an educational machine for grinding out standardized brains, for it realizes that there are wide differences in the minds and problems of men. It develops individual mentality to its highest power.

The course comes in twelve lessons—twelve "Little Gray Books." They are sent one at a time and the student fills out work sheets that are gone over, with pen and ink, by a staff of trained instructors. There is nothing arduous about the course, and it offers no great difficulties, but it does require application. Pelmanism has got to be worked at.

There is no "magic" or "mystery" about it. It is not "learned in an evening."

You can take a pill for a sluggish liver but all the patent medicines in the world can't help a sluggish mind. Pelmanism is not a "pill" system. It proceeds upon the scientific theory that there is no law in nature that condemns the human mind to permanent limitations. It develops the mental faculties by regular exercise, just as the athlete develops his muscles.

Brains are not evolved by miracles. Just as the arms stay weak or grow flabby when not used, so does the unexercised mind stay weak or grow flabby.

Pelmanism is the science of Get There—getting there quickly, surely, finely! Not for men alone, but for women as well. Women in commercial pursuits have the same problems to overcome as men. Women in the home are operating a business, a highly specialized, complex business, requiring every ounce of judgment, energy, self-reliance and quick decision that it is possible to develop.

I say deliberately and with the deepest conviction, that Pelmanism will do what it promises to do.

Talk of quick and large salary raises suggests quackery, but with my own eyes I saw bundles of letters telling how Pelmanism had increased earning capacities from 20 to 200 per cent. With my own ears I heard the testimony of employers to this effect. Why not? Increased efficiency is worth more money. Aroused ambition, heightened energies, refuse to let a man rest content with "well enough."

But Pelmanism is bigger than that. There's more to it than the making of money. It makes for a richer and more wholesome and more interesting life.

One may utilize Pelmanism as a means of achieving some immediate purpose—financial, social, educational or cultural—but the advantages of the training touch life and living at every point.

(Signed) George Creel.

Pelmanism is taught entirely by correspondence. There are twelve lessons—twelve "Little Gray Books." The course can be completed in three to twelve months, depending entirely upon the amount of time devoted to study.

Whatever may have been your experience with other courses, Pelmanism will help you.

"Scientific Mind Training" is the name of the booklet which describes Pelmanism down to the last detail. It is fascinating in itself with its wealth of original thought and incise observation. It has benefits of its own that will make the reader keep it. It is free. Use the coupon or a postcard and send for it now—TODAY.

PELMAN INSTITUTE OF AMERICA Suite 606, 2575 Broadway, New York, N.Y.

PI	CLM	AN II	NSTITUTE	OF	AMERI	CA	
Suite	606,	2575	Broadway,	New	York,	N.	Y.

Please send me, without obligation, your free booklet, "Scientific Mind Training."

Name	 		
Address	 *	**********	

All correspondence strictly confidential

Kinks that Add Fifty Per Cent to Mail Order Returns

By Ralph K. Wadsworth

Requests for reprints and back copies indicate that Mr. Wadsworth's series of articles on mail order advertising plans are being widely used by sales managers. In this, the fourth article, he tells how mail order concerns increase sales by the simple method of assortment selling. Mr. Wrigley used the same idea when he urged us to "Buy It by the Box," and now the Coca-Cola people are opening new outlets by urging thirsty America to "take home a case of bottled Coca-Cola."

THE advertising manager of a mail order house found himself faced with the problem of increasing his sales without enlarging his advertising appropriation. The selling plan he was using produced a fair volume of sales, but not enough to insure a real profit. Merely to spend more money for advertising would not help matters. He must find a way to get more sales from the same advertising appropriation.

As he was turning the problem over in his mind, he happened to pick up a batch of orders coming through in the day's mail, and he noticed here and there customers asking for two and sometimes three items at a time. That seemed to point to the solution.

The items were forthwith advertised at two for a price, as well as singly, making a small price concession in favor of ordering two. The response was immediate. Half the orders coming in called for two articles at a time, resulting in a fifty per cent increase in sales without spending a penny more for advertising.

This plan, of course, is not new; it has been used in all lines of business, but it is a point that is often overlooked by the new advertiser. A study of the catalogs of the older mail order houses will show many examples of this idea. Canned fruit is sold in half dozen and dozen lots; brooms are priced at two for \$1.25; toweling is advertised in ten-yard lengths; and union suits in boxes of three.

Raising the Unit of Sale

Another variation of this plan you will often find, is that of assortment, or combination selling. This can be very profitably applied to many different classes of merchandise. Notions are often sold in this manner. Furniture, as every one knows, is often advertised in sets. In one catalog you will find sold as a unit a photographer's developing and printing outfit that includes the necessary combination of photographer's utensils and chemicals. Aluminum ware lends itself very readily to this method of exploitation.

One problem that is often put up to the sales manager is that of disposing of his firm's broken lot merchandise at the end of the season. To advertise these goods in the usual way means to invite too many orders for the particular items or sizes on which the advertiser is short. The writer remembers one case where this was done, and the department manager had to omit and refund half the orders he received.

One year at the end of its fall season, a women's wear mail order department found itself with an unusually large inventory of broken lot style merchandise on the floor. It seemed impossible to job the goods off at even a fifty per cent reduction in price; so the following plan

The merchandise was grouped into four differently priced lots, and illustrations made of two or three representative styles of each lot. The whole was then advertised as a clearance sale of broken lot merchandise, and customers were invited to give first, second and third choice of style; first, second and third choice of material; and first, second and third choice of color. On the face of it such a plan seemed rather dubious, as so many restrictions naturally would tend to deter people from ordering, but they did and to such an extent that the firm disposed of \$100,000 worth of broken lot style merchandise at a time when it was considered unsalable.

Cleaning Up Old Stocks

Included in this group of broken lot merchandise was a quantity of suits. It was long after the suit season, and yet under this clearance sale plan those suits seemed to go like wild fire. In ten days the whole stock was cleaned out and that firm was scouring the country for job lots to take care of orders. They bought up all that were to be had in the New York, Philadelphia, Chicago and St. Louis markets before they were able to take care of the orders. And on much of this job lot merchandise which they bought they made a good profit.

Because it happened to be job lot merchandise, I do not want to be understood as saying it wasn't first class. Practically everything they bought was well tailored and in excellent condition, but could be secured cheaply because it was style merchandise at the end of the buying season.

In this connection I could mention two other well-known mail order firms that are applying this plan to their broken lot stocks. One issues regularly a small bargain catalog going to a selected list of customers, and the other has an outlet store that, in addition to disposing of its own left-over merchandise, buys up jobs and sells them at a profit.

The thought of getting something free has been a never-failing lure for most of us, and particularly is this so in the mail order business. When nothing else seems to tempt people to order by mail, a free premium will do the trick. You need only

Special Indexes

House Organs, Salesmen's Sample Books, Loose-Leaf Binders, Catalogs, Etc.

Large Books—Frequent References - Busy Man

DIAMINES STILL STREET

HUBK

Picture the relief index tabs would bring. Indexes made to suit individual require-

> For instance—the book shown here-a tome of information an inch and a half thick—has been treated to a comprehensive tab indexing by us. It is now a handy reference book instead of a volume of concealed informa-

Let us know your requirements. We will have our nearest dealer call upon

G. J. AIGNER & CO., Mfgrs.
W. Monroe St. :: CHICAGO, ILL.



ROGERS

The Man with a Message

His

"MEATY MESSAGES"

Are the Biggest Little Sales Talks ever delivered

They make Salesmen-and Office and Factory Workers See and Do Bigger Things

Send today for FREE sample and Special Quantity Prices

SELF HELP BUREAU

5 Columbus Circle New York City

Better Booklets for Less Money

5000 Eight-Page BOOKLETS 3½x6½, printed on \$70 good Enameled paper \$42 good Enameled paper \$42 write for Free Samples on Your Printed Letterhead

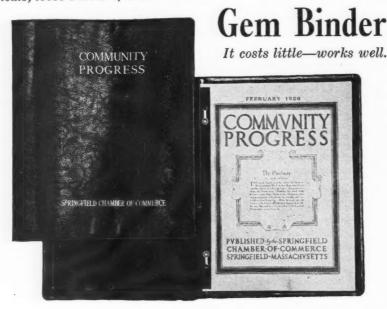
E. FANTUS CO., Printers, 525 S. Dearborn St., Chicago



Handy Expense Books

for Traveling Men

Space for all necessary expense items. No carrying forwareduces possibility of error, saves time and trouble aalesman and bookkeeper. Hundreds of progressive fir everywhere keep their traveling men aupplied. Sample 100 for \$3.00 500 for \$13.75 1000 for \$25.00 GARRETT & MASSIE, Inc., Publisher
P. O. Box 1837-D Richmond, Virginia The finest, most convenient Binder we know of for filing Salesmen's Photographs, Sales Bulletins, House Organs, thin Periodicals, loose sheets of all kinds is the



You can obtain it with stiff cloth-bound covers or with flexible or stiff covers of Fabrikoid. Send for a sample on approval, stating size and style.

This Binder can be made in special sizes and styles for use as a Loose-Leaf Scrap Album for the Advertising and Sales Departments.

THE H. R. HUNTTING CO., Inc., SPRINGFIELD, MASS.



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how. Considerate—Efficient—Economical—Reliable.

Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago Harrison 6350 Wilson V. Little, Supt.

•

glance over the pages of a few well-known rural publications to note the extent to which free premiums are employed by various mail order houses. In one advertisement an aluminum coffee percolator is offered free with the purchase of a set of aluminum ware.

The grocery departments of firms selling by mail for a long time relied upon their special sugar combination offers to produce a very appreciable volume of their grocery sales. With a \$5 or \$10 order a woman was permitted to buy so many pounds of sugar at a price that was exactly what the mail order house paid for it wholesale; in fact, it even used to be less than their cost. During the war, and shortly after, there were certain times when they were unable to quote lower prices on sugar than the small town merchant, and there was an immediate slump in their grocery sales.

One of the problems of the installment mail order business is to cut down outstanding credits as much as possible. Many items, such as jewelry, sets of books and furniture are sold on eight to twelve months' terms and the amount of capital tied up on time-payment sales is a serious problem.

The Treasurer Liked This Plan

To close up these accounts, and to bring in cash, the plan is often used of offering some premium, such as a fountain pen or an aluminum utensil, free to those who will pay up the balance of their accounts before they are due. For example, a \$20 watch might be purchased on the terms of \$4 down and the balance in eight months. A customer may have paid the \$4 down and made two monthly payments of \$2 each. The account would still have six months to run and the outstanding credit would be \$12.

Under the premium plan this customer would perhaps be offered a fountain pen free if she would send in the \$12 balance before it is due. Installment houses figure that the advantages of cash in hand and the saving of clerical detail on further collections, are worth the cost of the premium.

The success of the plan depends largely upon the character of the premium selected. But, as a rule, it is very successful and the benefits derived more than make up for the cost of the premiums.

To increase his sales the live advertising manager is always on the lookout for new merchandise that has a popular appeal. When a new device is advertised nationally, in a big way, he can often, by advertising the same merchandise himself, cash in on the good-will created.

The writer remembers when pipeless furnaces were first advertised nationally. They were, more or less, new to the country at that time, and at the behest of the advertising manager a buyer in a mail order hardware department reluctantly agreed to carry them in stock. The response to their mail order advertising was surprisingly large and in two weeks the buyer's stock was cleaned out. For the rest of the season his big problem was to obtain enough furnaces to supply the demand.

Plan No. 8 for Following Up Inquiries

By Edward H. Schulze

Every month, by special arrangement with Mr. Schulze, we will publish in SALES MANAGEMENT one definite, concrete idea to be used in following up inquiries and successfully turning more of them into sales. Mr. Schulze will not attempt to show, in detail, ideas which might be helpful to a particular type of business but which would hardly prove applicable to your needs. Rather, the ideas shown each month will be of that type which can be used right in your own business, regardless of what you are selling. This is number eight of a series of twelve plans or ideas. It should be used in connection with the Acknowledgment Plan, Sent on Request Idea, and the P. S. Plan, shown in previous issues of SALES MANAGEMENT.

N spite of all that has been written on the subject of the danger of sending advertising literature, samples, etc., "under separate cover," it is surprising how many manufacturers there are, especially in the technical field, who persist in losing sales to inquirers because of this practice.

In a recent survey among manufacturers of machinery and shop appliances, it was discovered that ninety-three per cent were still sending their catalogs "under separate cover" and that, on further investigation, sixty-eight per cent of these catalogs, when they did arrive, failed to receive proper attention because the sales letter, which should have accompanied the catalog, had been mislaid and the interest of the inquirer lost.

All the Information at Once

You can appreciate how it is if you stop a moment and put yourself in the place of an interested inquirer. When you wrote for information you were really interested. Then, when you received a letter which only half told the story, but which assured you the rest of the tale would be told in the "catalog" arriving "under separate cover," or, "on examination of samples arriving under separate cover," you were frankly disappointed, as you had a right to be, because no one likes to wait for the "under separate cover" part of the sales information to arrive—the inquirer likes to have all the information before him at the same

You would not, for instance, have your salesman follow-up an inquiry and get the prospect thoroughly warmed up as to prices, etc., and then have to excuse himself while he went back and got his samples, or the catalog. Yet that is exactly what happens when you send your catalog or samples under separate cover—the letter arrives promptly and creates interest, but without the important catalog or samples, the inquirer has nothing to refer to, hence loses interest. A day or a week later the "under separate cover" part of your follow-up probably arrives and is lost.

The post office permits you to attach to your parcel post package, containing samples, or to your printed matter package, containing catalog, a letter, going as first-class mail. The only condition

is that the letter bear first-class postage while the package carry printed matter or parcel postage. But both the package and the letter will reach the inquirer to-

LETTER No. 1

We are sending you, under separate cover, our new Spring Catalog of Garden Tools, Seeds, etc., as requested in yours of recent date.

We appreciate your inquiry and trust to be favored with your valued order. Awaiting your further requests,

Very truly yours,

LETTER No. 2

Here is the new Spring Gardening Book you asked us to send you. This is just the time when our friends find us "headquarters" for real honest, helpful information. Don't ever feel backward about asking us questions.

On page eight you'll notice our new Weed Chaser. Great idea. And good, too—though the price is so reasonable you might think it was just a toy. We guarantee it and you know our guarantee is backed by forty-six years of selling good garden tools and supplies.

The order form is convenient—you just check the different items as you go through the catalog.

Right now would be a good time to order because you will want your garden looking just so in a few weeks, and there is no time to be loot

Very truly yours,

gether. That is what you want. When you discuss in your letter the information found on certain pages of the catalog, or certain merit of the samples, you want the inquirer to have the catalog or samples handy while he reads the letter. Thus, if you always send the letter with the catalog or samples, your sales presentation is efficient, and not absurd, as in the case where the inquirer gets only half your story at a time.

It is not necessary, as some imagine, to print or process the letter. The letter, bearing first-class postage, can be exactly as any other letter which you mail. It can be personally typed, or filled in. It has all the rights of any letter going under first-class postage. Some firms merely insert the letter in their regular envelope, then paste this to the package. In such an instance it is wise to write the inquirer's address on the package as well as on the envelope, in case the envelope should be torn off. Other firms use one or the other of the various devices especially manufactured for this purpose. The business department of SALES MANAGEMENT can give you names and addresses of manufacturers who can supply envelopes or envelope holders which eliminate the "under separate cover" evil.

When the Catalog Is Late

We are presenting herewith two letters which illustrate the importance of sending catalog with the first letter answering the inquiry. Letter No. 1 pulled less than five per cent sales from inquiries. Letter No. 2 pulled close to thirty-seven per cent. Understand. please, that this increase was not due to any wonderful sales letter writing. The increase was due to the thought that had been given to presenting the sales information in a clear, convenient manner. Observe, if you please, how letter No. 2 encourages interest in the catalog. Note, on the other hand, how Letter No. 1 talks in generalities. It could not do anything else, for it was lost without the catalog which was to arrive "under separate cover."

Letter No. 1 had a poor order form. Letter No. 2 had an order form which made it easy to order more items than one had first expected to buy. Letter No. 1 failed because the catalog arrived without being accompanied by a good introductory letter. Letter No. 2 won because the letter "sold" the house while the catalog was handy to turn this interest into profitable business.

Never, under any circumstances, unless it is positively necessary, send your samples or advertising literature "under separate cover." If you are doing it now—stop. It is costing you sales.



It is just three years since ground was broken for the original Dartnell Building shown on the left of this picture. The addition now under construction will be ready July 1st and will practically double the office and plant facilities

Dartnell Needs A Few More Good Men

HE DARTNELL CORPORATION has grown from a bare idea in 1917 to a business now serving more than 25,000 sales executives. It is the only business of its kind in the world, and its entire organization of more than one hundred persons is engaged in doing one thing well.

Its growth has not been spectacular, but it has been steady and healthy. Sales have doubled every two years and at the present rate, will probably exceed half a million dollars this year. In addition to publishing SALES MANAGEMENT Dartnell also operates a weekly clearing house service for sales executives, and publishes a number of standard works for salesmen and sales managers,

We are now doubling our operating facilities by an addition to our building, and the installation of new presses and equipment. This increased capacity to care for business will enable us to open up several sales territories which up to the present have never been worked by salesmen. We would like to hear from men who are interested in becoming associated with a business of this kind, and who have the ability to meet sales executives and discuss sales problems with them.

While presenting Dartnell service is work of the most interesting kind, it nevertheless requires a high order of salesmanship. Therefore it will appeal only to men of demonstrated selling ability. Commissions are paid every Saturday on each week's business. At the end of six months salesmen are paid a commission on the entire billing into their territory. In other words, our plan gives you a real opportunity to go into business for yourself without any large financial outlay, and build something for the future as you go along. For further information write to either

> Subscribers to Dartnell Service and SALES MANAGEMENT Magazine, when in Chicago, are cordially invited to pay a visit to the Dartnell plant. A short ride from the loop via Northwestern trains, the Ravenswood "L" or Ravenswood busses. Phone Ravenswood 0365 for more complete directions when you reach the city.

THE DARTNELL CORPORATION

Publishers of Sales Management

1801 Leland Avenue, Chicago 342 Madison Avenue, New York

Is this the Way Out of the Price - Maintenance Muddle?

(Continued from page 698)

the natural impression was that the prices charged for Cheney silks elsewhere were outrageous, and the goodwill, not only of Cheney Brothers, but of competing retailers as well, was seriously injured.

It is to be borne in mind that there was no element of passing-off in the strict sense of origin. The goods of-fered were genuine Cheney foulards. Also there was no positive statement on the part of the store which could be construed as fraudulent. The store had omitted to state that the goods consisted of discarded patterns, and if there were any deception it could argue that the public deceived itself by not using ordinary diligence in examining the goods. Had such a case been presented to a Court of Equity twenty years ago, or even ten years ago, there is scarcely a possibility that the manufacturer could have obtained any relief whatever. But when the facts were presented before Judge Hand, in the United States District Court at New York, he promptly granted a preliminary injunction: not, be it noted, against selling the goods at the reduced price, but forbidding the store to use Cheney Brothers' name in any way whatsoever in connection with the merchandise. In other words, the store can go ahead and sell all the goods it likes at the cut price, but it cannot advertise the goods as Cheney's, and cannot even place a sign on the counter bearing the manufacturer's name. Under such conditions the damage to the manufacturer is inconsiderable, to say the least, and the incentive to the store to cut prices is reduced to the vanishing point. In other words, if the pricecutter can be restrained from advertising his depredations they immediately cease to be of any value to him.

The Cheney case is still awaiting final determination, and it is, of course, possible that it may be overturned by some higher court. Also, it contains an element of deception which is not present in the ordinary price-cutting case. None the less it illustrates clearly the line of progress which those who desire to stop unfair price-cutting can follow with some prospect of success. You cannot get the courts into sympathy with pricemaintenance by orating about it, or pinning bouquets on yourself, or flooding the mails with propaganda, or besieging Congress with demands for special privileges. But you can present to the courts specific instances of unfair pricecutting, and demonstrate their damaging effect. If what you say is true, that the unfair cutting of prices on identified goods is a wrong for which the manufacturer has no remedy at law, you can rely on the equity courts to find you a remedy. The thing to do is for the individual manufacturer to bring actions against a few conspicuous price-cutters, and get the facts before the courts where they can be judged on their

merits.

Acres of Diamonds Within the Organization

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(Continued from page 724)

licked him mentally all of the way back to the home office. The next day the young insurgent turned squarely around and became Mac's biggest booster, and as he was more or less of a leader with the rest of the salesmen, helped Mac to overcome the rest of the "feeling" in the organization. But supposing Mac had failed to make the sale?

It's better to operate, if necessary, before the infection spreads. When the new sales manager has done everything in his power to "sell" the members of the organization he has joined, and, in his own heart he knows that he has been just—and charitable—without avail, then he is jeopardizing the interests of the company to allow the trouble makers to remain.

Internal Friction Costs Money

Two months ago the general sales manager of a well-known several milliondollar organization, broke down in health and was forced to resign, the cause being nothing more than continued opposition and "blocking" within the organization by subordinates and other department heads who had been there some years before he came. When the whole mess was finally dished up at the end it came to light that the president of the organization had lent an open ear to and had encouraged criticism from the "old crowd." There is no question but what the internal friction had cost that company thousands of dollars. The right kind of loyalty to the company on the part of the sales manager demanded that he should have either cleaned out "the nest" long before—or quit himself. The facts were that he was strongly enough entrenched at the end of his first year to have gone to the president with positive proof of subordinate disloyalty and demanding their resignation.

We're all human. A new kid in school gets his bumps, because it is human nature to resent the presence of the "new guy." A new executive stepping into a job has got to expect opposition, but when the nature of the opposition steps beyond the "personal" and even sacrifices the better interests of the company to accomplish its end, we have a clear case for the surgeon.

Take Out the Kinks

If the old employee is muscle bound, is a buck-passer, a plow-horse, a shirker, a beat-it-when-the-whistle-blows, it is rank injustice to attach "the can" without first leading him to the top of the mountain and showing him a new outlook on life. You don't know what influence was there before, to deaden his initiative, to stifle his imagination, and push him into a blind alley. He may be on the wrong job, or in the wrong territory. He has arms and legs and a mind—like the man you can bring in to take his place. It's a nobler day's work to show him how to use them than to kick him out and pirate some one else's staff.



Is the control point of a market of more than 10,000,000 people.

Fourth railroad center of the world.

Has warehouse floor space of over 2,000,000 square feet.

Second live stock market of the world.

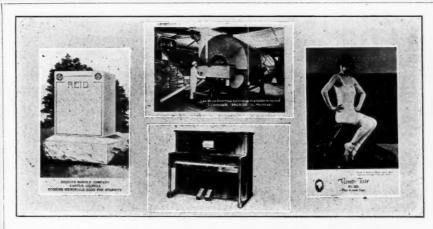
Omaha is surrounded by a vast fertile, prosperous market situated in



Write any of these Omaha
Warehouses:

W. M. Bushman
Ford Transfer & Storage Co.
Gordon Fireproof Warehouse & Van
Mercantile Storage & Warehouse Co.

Nebraska Storage Warehouses Pacific Storage & Warehouse Co. Terminal Warehouse Co. Bekins Omaha Van & Storage



Increase Your Sales with Photographs 1000 Postcards - \$20.00

Century Photographs are actual photographs showing your product, its manufacture, new and unusual uses of the product, and the like.

Such photographs, with a sales message printed on the back, when slipped into your outgoing mail or when mailed as postcards, will increase your sales.

Century makes photographs in quantities in any size from $3\frac{1}{2} \times 5\frac{1}{2}$ up to 20×24 inches. Let us demonstrate what we can do for you. Write now for samples and prices.

CENTURY PHOTOGRAPHS

424 West 127th Street

New York City, N. Y.

CUT YOUR SELLING COST

By using letters, folders, booklets, house magazines, to get orders, or make it easier for salesmen to get them

Postage Business Magazine Monthly is devoted exclusively to Direct Mail Advertising and Selling. Every number is full of modern selling ideas.

Postage Magazine is owned, edited and published by John H. Wright, employed as General Sales Manager by several successful New York corporations.

Send 50c for current number; \$1.00 for siz months' trial subscription; \$2.00 for a year's subscription (12 numbers); \$5.00 for three years.

Address

Postage Business Magazine (Dept., S. M.) 18 East 18th St., New York

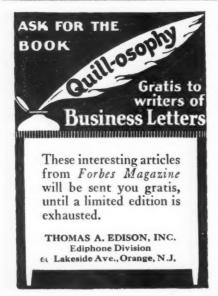
(In one year, POSTAGE received over one thousand unsolicited testimonials from Sales Executives)

SALES MAPS

Send a
Weekly Sales
Map-Bulletin
into Every
Territory

Nothing visualizes sales situations so clearly and forcefully as sales records and quotas displayed in map form. You will find a weekly map sales bulletin a tremendous stimulus. The new Graphic U. S. Maps have convenient key to colors and shadings. Good white stock; takes water color. \$1\frac{1}{2}\text{x1} inches, 50c per dozen; \$3.00 per hundred. \$17\text{x2} inches, \$2.25 per dozen; \$10.00 per hundred.

The Graphic Press Room 1010 Wrigley Bldg. Chicago, Illinois





"The Story Your Ink Bottle Tells" is the title of an interesting booklet just received from The Carter's Ink Company of Boston. If you are planning to get out some sort of an advertising piece that will bring your plant to the customer, you will find this booklet suggestive. I am sure if Walter F. Wyman, the Carter sales manager, has any copies to spare, he will be glad to send you one. You might also ask him to have the Lisiecki Press (don't know their address), mail you a copy of the little booklet they have just issued entitled, "The Export Catalog as a Salesman," which is a reprint of one of Mr. Wyman's articles in Export Merchandising.

What constitutes unfair competition, infringement of patent rights and trademark registration? While not a matter of daily occurrence, the average sales executive is frequently called upon to give his opinion on these questions, and will welcome authoritative information. Richards & Greer, patent and trademark attorneys, 277 Broadway, New York City, offer to send gratuitous copies of two booklets: "Patents, Law and Practice" and "Trade-Marks, Trade Names, Unfair Competition," to SALES MANAGE-MENT subscribers who ask for them.

How sales managers are using the telegraph to solicit new accounts, unload surplus stocks, turn slow-moving products, adjust sales complications, inspire salesmen to greater effort and enthusiasm in sales contests, etc., is effectively told in a little 34-page book issued recently by The Western Union. More than fifty concrete examples of ingenious use of the wires to speed up lagging sales, collect over-due accounts and adjust disputes is given. Copies may be obtained on request to any general office of the company.

The Out-of-Doors! The infinite appeal of rushing streams—of fragrant fields, and shady nooks! What man or woman does not yield to the glories of Nature, the importunities of field and stream, of limitless roads, of campfire and game cover?

One of the most alluring booklets that has come to our attention in many a day is "The Out-of-Door Appeal in Advertising," published by Field and Stream, 25 West 45th Street, New York City. For limited distribution to national advertisers and agencies, as part of a campaign to announce the \$1,000 prize contest the publication is conducting to select the best advertisement featuring the out-of-doors appeal, published in a national periodical in 1923. Particulars

of the contest, and possibly a copy of the book, if you are early enough, may be had by addressing E. F. Warner, the publisher.

If you want to know where the fish are biting in Maine, just ask The Gannett Publishing Company of Augusta. They will give you unprejudiced information about camps, hotels, cottages, routes, automobile roads, without fee or obligation, merely to gain your good-will and better acquaintance with the fact that they are the publishers of Comfort, The Maine Farmer, The Portland Press Herald and The Waterville Sentinel. No danger of a wasted trip or "fisherman's luck" if you take their advice.

Not a day passes but some sales executive reader of SALES MANAGEMENT asks us for facts and figures on the distribution of retail outlets, population and buying power in small towns and Various compilations are availvillages. able, and just now the Peoples Popular Monthly of Des Moines, Iowa, are offering to send free a folder of data (based on a new Department of Commerce bulletin) which shows clearly the division of population between farm, small town and city. Make your request to Carl Proper, editor, or Graham Steward, advertising director.

We urge every reader of SALES MANAGEMENT to write to Claude Hopkins,
president of Lord & Thomas, Mallers
Building, Chicago, for a copy of his new
brochure, "Scientific Advertising," just
off the press. While the object of the
booklet is to interest advertisers in Lord
& Thomas advertising service, it is
crowded with truisms that will help any
sales manager to become a better judge
of advertising copy and plans. It is one
of the best presentations of its kind that
we have read in several years.

How far will your advertising message carry? Whom will it reach-and where? Will they be of a class that should respond to the appeal of your product? In the ten billion copies of A B C publications of the United States and Canada distributed annually an advertiser can purchase space with the assurance that he will get full value for each dollar expended if he or his responsible officers or agents will study the facts and figures given in Audit Bureau of Circulation Reports. If you would know more about the work of this organization, and its influence for more economical advertising, write for a copy of "The Measure of Your Message." Address The Audit Bureau of Circulation, 202 S. State St.,

Why Salesmen Go Stale

(Continued from page 791)

on their way to school. They all strolled on down the street but one, who was waiting for his top to run down, and I sauntered over to this lad and thought I'd have a visit with him while waiting for my wife. I had to introduce myself in some way, so I thoughtlessly said to this kid: 'Son, can you tell me why you like to spin a top?' He gave me one straight look—he never took his eyes off me, as he edged over to where his top was, grabbed it, and went around the corner like a shot out of a gun. I followed. He looked back, and when he saw me coming he yelled to his companions a little way ahead of him down the street: 'Hey, fellers, dere's a nut loose, out o' de hospital.' You see that lad You see that lad knew I was crazy the moment I asked him that fool question. Salesmen have to have a reason for working but not for playing, and that little fellow figured that there's something wrong with any man who would ask a boy why he liked to spin a top. And so there would be, if the question were asked soberly. I just asked it foolishly to get into conversation with the lad.

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Overcoming Price Objections of Purchasing Agents

(Continued from page 740)

cessful sellers in the industrial field agree that creative advertising is the most profitable. This type of advertising does the thinking for the reader through showing new uses and creating new desires. Of course, there is sometimes a limit to the number of these new uses that can be dug up, and in such cases the reminder form of advertising keeps the memory of the prospect fresh.

Analyzing the Market

In New York State there is an oldestablished company that makes pressed buttons. Until recently they had never gone out of this field, but during the post-war inflation they expanded their plant capacity, and then when the slump came they found that the button business would not keep all of their machines running. So they looked about for other articles that could be made from the same basic material and with the same machines.

The sales director, in the course of a few weeks, found that there were something over four hundred articles which offered opportunities. They had never thought of these things before, because they did not need the business.

At the present time, the button business has fallen to second place in that organization. They are making records for the phonograph companies, tops for the corks used in ink and medicine bottles, electric light buttons and plates, radiator caps and in fact, a score of products that are sold to other manufacturers

This potential business had existed before, but they had not seen it because they had never analyzed the broad market that existed for their material and machines.



Photograph-Courtesy Hotel Sherman, Chicago, Ill.

When On the Road Get Your Copy of "SALES MANAGEMENT" at these Stands

AKRON, OHIO Hotel Portage

ALTOONA, PA. Penn Alto

AUSTIN, TEX. Hotel Driskill

Bellingham, Wash. Leopold Hotel

BIRMINGHAM, ALA. Hotel Tutwiler

Boston, Mass. Copley-Plaza

CHARLESTON, W. VA. Hotel Holley

CHICAGO, ILL.
Fort Dearborn
Morrison
Drake Hotel
Edgewater Beach Hotel
Palmer House
Hotel Atlantic
Sheridan Plaza
Great Northern Hotel
Sherman House
Congress Hotel
Auditorium Hotel
La Salle Hotel

CINCINNATI, OHIO Hotel Gibson

CLEVELAND, OHIO
Hotel Cleveland
Hotel Statler

Hotel Statler Columbia, S. C. Jefferson Hotel

Columbus, Ohio Hotel Deshler

Council Bluffs, IA. Hotel Grand

DANVILLE, ILL. Hotel Plaza

DAYTON, OHIO Hotel Miami Hotel Gibbons

DENVER, COLO. Hotel Albany

DETROIT, MICH.
Hotel Wolverine
Hotel Statler

DUBUQUE, IA.
Julien Dubuque Hotel

E. St. Louis, ILL. Hotel Illmo.

ELMIRA, NEW YORK Hotel Rathbun

ERIE, PA.
Lawrence Hotel
FLINT, MICH.
Hotel Durant

GRAND RAPIDS, MICH. Hotel Rowe Pantlind Hotel GREEN BAY, WIS. Beaumont Hotel

HAGERSTOWN, MD. Dagmar Hotel

HAMLET, N. C. Seaboard Hotel HARRISBURG, PA.

HARRISBURG, PA.
The Penn Harris

Indianapolis, Ind.
Hotel Washington
Jamestown, N. Y.

Hotel Samuels Johnstown, Pa. Fort Stanwix

KALAMAZOO, MICH. Park American Hotel

KINGSTON, N. Y.
Hotel Stuyvesant
KOKOMO, IND.

KOKOMO, IND.
Hotel Courtland
KNOXVILLE, TENN.

Hotel Farragut
LITTLE ROCK, ARK.
Hotel Marion

LYNCHBURG, VA.
The Virginian Hotel

MANSFIELD, OHIO Hotel Southern

MILWAUKEE, WIS. Hotel Wisconsin Hotel Pfister

MINNEAPOLIS, MINN. Hotel Curtis

MUNCIE, IND Hotel Roberts

Nashville, Tenn. Hotel Hermitage

Hotel Berwick
New Orleans, La.
Hotel Grunewald

New York, N. Y.
Hotel Pennsylvania
Hotel Woodstock
Martinique Hotel
Hotel McAlpin
Hotel Commodore
Prince George

OGDEN, UTAH Hotel Reed

OKLAHOMA CITY, OKLA. Huckins Hotel OMAHA, NEB. Hotel Fontenelle

PETERSBURG, VA.
Hotel Petersburg
PILTSBURGH, PA.
General Forbes Hotel
Hotel Henry

PORTLAND, ORE.
Multnomah Hotel
PORTSMOUTH, OHIO
Washington Hotel

READING, PA.
Hotel Berkshire

RICHMOND, VA. Murphy's Hotel

ROANOKE, VA.
Ponce de Leon
ROCHESTER, N. V.

ROCHESTER, N. Y.
Seneca Hotel
SAN FRANCISCO, CAL.
Hotel Palace

SAN JOSE, CAL. Hotel Montgomery

SEATTLE, WASH. New Washington Hotel

New Washington Hotel SIOUX FALLS, S. DAK. Hotel Carpenter

South Bend, Ind. Oliver Hotel

SPOKANE, WASH. Hotel Davenport

Springfield, Ohio
Hotel Shawnee

St. Joseph, Mo. Hotel Robideaux

St. Louis, Mo. Hotel Statler Hotel Jefferson

STAMFORD, CONN.
Hotel Davenport

SYRACUSE, N. Y.
The Onondaga Hotel

The Onondaga Hotel Tulsa, Okla. Hotel Tulsa

WACO, TEXAS Hotel Raleigh

Washington, D. C. New Willard Hotel

WATERBURY, CONN. Elton Hotel

WHEELING, W. VA. Windsor Hotel

Wichita, Kans. Hotel Lassen

WILMINGTON, DEL. Hotel Du Pont

WILMINGTON, N. C. Hotel Wilmington

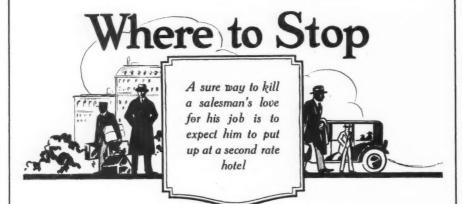
WINSTON-SALEM, N. C. Hotel Zinzendorf

Worcester, Mass. Hotel Bancroft

UTICA, N. Y.
Hotel Martin
YOUNGSTOWN, OHIO
Tod House

Hotel Henry Tod House

If your favorite hotels do not carry Sales Management send us their names



HOTEL TULLER DETROIT, MICH.

Headquarters for Old Colony Club Detroit Automobile Club Motion Picture Exhibitors' Association

European Plan 600 Baths 600 Rooms \$4.50 up, Double \$2.50 up, Single Sample Room, \$5.00 per Day

Cafeteria Cafe a la Carte Men's Grill

A. McKendrick, Mgr.

HOTEL CLEVELAND

Cleveland, Ohio

Discriminating sales executives and their salesmen prefer the Cleveland. Strictly modern in every respect. Serv-a-dor equipment in all rooms. Floor clerks on each floor.

1000 Rooms-1000 Baths

Plan your next convention and make your appointments at the Cleve-

E. M. BUEL, Gen. Mgr.

HOTEL LINCOLN

Lincoln Square: Indianapolis, Ind.

Fifteen stories of comfort and luxury!

400 Rooms-400 Baths, circulating ice water. The Rotary

Wonderful dining rooms, Coffee Shop and Soda Fountain

"You will feel at home at The Lincoln"

WM. R. SECKER, General Manager

THE CURTIS HOTEL 10th St. at 4th Ave. MINNEAPOLIS, U.S.A.

Largest and Finest Hotel in the Northwest

Sales Managers are awaking to the possibilities of "The Curtis" as their Minneapolis headquarters One Full Block of Beautiful Lobbys and Amusement Rooms

75 Rooms with Bath, \$2.00 for one person \$3.00 for two 325 Rooms with Bath, \$2.50 for one person \$3.50 for two

200 Rooms with Bath, \$3.00 for one person \$4.00 for two Others with Bath, \$4.00 to \$10.00



News of the Road

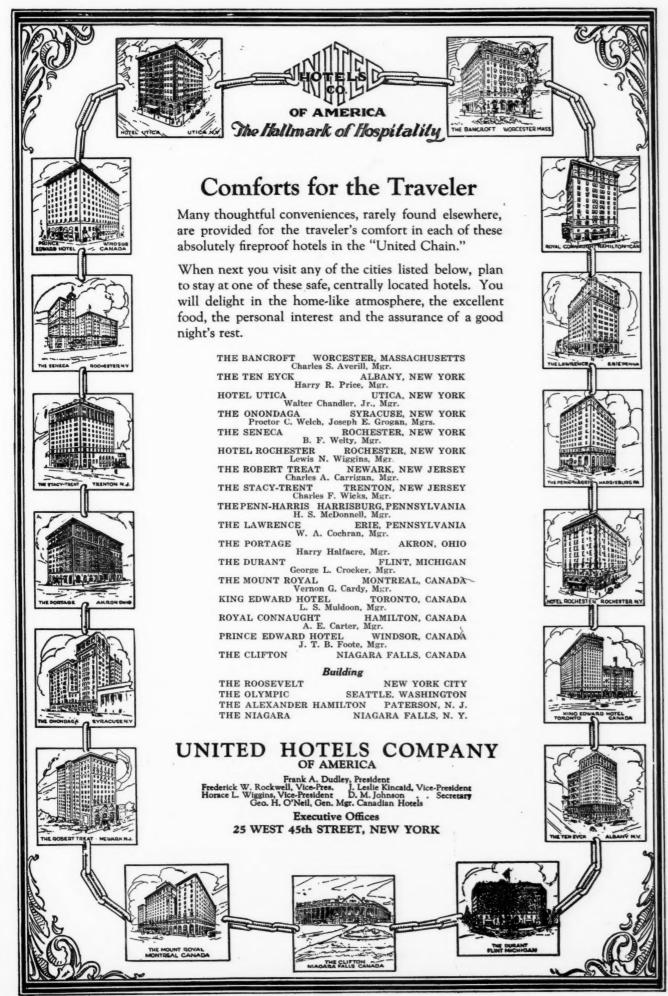
ALES managers who are creating or maintaining a big volume of sales in Detroit will be glad to know that the Pennsylvania railroad has opened for traffic its new line into Detroit. Now that they have established through freight and passenger service between Detroit and points east and south, it will no longer be necessary for freight shipped via the Pennsylvania to be interchanged with the connecting road at Toledo. The freight terminal in Detroit is built along the River Rouge and contains twenty miles of yard tracks with a capacity of 1;665 cars.

Formal opening of the new Hotel Statler in Buffalo was held on Saturday evening, May 19th. All the 1,100 rooms of this luxurious and beautiful new hotel contain private baths, circulating ice water and the Statler service door. A Turkish bath with swimming pool, two pipe organs, a floor of sample rooms, ample facilities for handling large or small conventions with a minimum of inconvenience to other guests, and a 600car garage with a clever system of double ramps are added features. Sales managers may expect the same courteous treatment and efficient service in this new addition to the Statler hotels that they have learned to appreciate in the cities where Mr. Statler now operates.

There is a big argument on between hotels and the Pullman Car Company as to which loses the most blankets during the year. It is reported that during 1918 and 1919, the traveling blanket thief purloined 8,200 Pullman blankets from the cars. It's said that Pullman blankets and berth curtains have been discovered as laprobes, women's coats, men's trousers, bath robes and children's clothing. No wonder that there is a fifty per cent surcharge on Pullman

May 1st marked the formal opening of the new Hotel Richmond at Augusta, Ga. This modern, eight-story, fireproof structure contains 210 guests with private baths and every effort has been taken to provide for the comforts of the traveler and to give an air of homelikeness. The refrigeration system which will cool the house in summer and the sun parlor and balcony with a splendid view of the surrounding country are two features which will appeal to the sales executive and his

Perfect dining service on trains plays no small part in relieving the tediousness of a long journey and American railways are constantly on the alert for new ideas to please the public. The new dining cars which the Wabash railroad recently placed on its lines are perhaps the finest examples of the up-to-the-minute ideas in the way of comfort for the traveler.



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If this be humor—make the most of it

R. S. B. of New York says that SALES MANAGEMENT is too deadly serious. But some of our readers are also deadly serious. If they were all like Bob Stout who is president of the Chicago Portrait Company we wouldn't worry. Mr. Stout recently filled in an application blank for membership in a certain club, and wrote in the blank for "Occupation," the sentence, "Producer of Alleged Art."

George B. Sharpe, advertising manager of the Burroughs Adding Machine Company, is said to have become engaged in a serious altercation during the semiannual convention of the Association of National Advertisers. It seems that Mr. Sharpe claimed authorship of the slogan, "Better Figures Make Bigger Profits." During the session when the claim was made there was heard an insistent voice from the auditorium which claimed that Mr. Sharpe was not the author of the When asked who held prior slogan. claim the voice positively asserted that Mr. Ziegfeld was not only the author of the slogan, but proof that he lived up to it was on view nightly at a New York theater. (Seats \$5.50-try and get in.) A later dispatch says that Mr. Sharpe went to New York to inspect some of Mr. Ziegfeld's "figures."

Down South traveling men are unusually fraternal, and no smoking car is without its arguments about the Klu Klux Klan. Late one night a big, husky implement salesman walked in the smoker and found but one occupant-a former resident of New York's famous east side. Hoping to find some point of contact with which to start a conversation the big traveling man looked down on his little

companion and said, in a hushed tone,
"Klu Klux?"
"No," replied the little fellow, "Kluxs and Suits."

Our proofreader blue-penciled part of the article on page 743, which is a report of a speech made by A. H. Deute before the Philadelphia Sales Managers' Club. Mr. Deute we apologize, but we really feared that some of our readers might not be as broadminded as Mr. Watson and the members of the Philadelphia club. Anyhow we enjoyed the story of the bookkeeper, as well as the negro boy and the alligator, and if any of our readers meet you personally don't forget to tell them the story.

Sales managers who wish to save their salesmen time will do well to furnish some of them with rubber stamps lettered, "Will Not Consider Buying Till After Labor Day." This will save considerable writing on reports for the next few months. When Labor Day is past, the same stamp might be utilized by changing "Labor Day" to read "After the First of the Year."

-E.W.

Personal Service and Supplies

SALES EXECUTIVE WANTED

SALES MANAGER. OLD ESTABLISHED loose-leaf manufacturer, specializing in accounting systems and supplies requires capable executive to train and supervise force of salesmen. Must be experienced in this or kindred line with knowledge of accounting, printing and papers. Adequate salary and unusual opportunity. Sheppard Company, Long Island City, N. Y.

POSITIONS WANTED

ADVERTISING, PROMOTION MAN AND diplomatic correspondent. Can render ABLE assistance to advertising manager with copy, layout or marketing analysis. Can handle the sales promotion work, campaign, follow-ups, pave the way for and cooperate with salesmen. Can help the sales manager with letters that soothe the ruffled customer or salesman. Get out and sell when recessery. Speak before groups or conventions. customer or salesman. Get out and sell when necessary. Speak before groups or conventions. Small salary at beginning. Box 661, SALES MAN-AGEMENT, 1801 Leland Ave., Chicago.

MY EXPERIENCE ALONG SALES, OFFICE, MY EXPERIENCE ALONG SALES, OFFICE, and production lines qualifies me for position of general sales manager or division sales manager. Can show excellent record for volume of sales, organization work, and low percentage of operating expense. Believe implicitly in cooperating with salesmen, winning their loyalty and backing them up when right. Executive in prominent sales managers' association two years. Don't be satisfied odrift. Now is the time to put your house in order. Address Box 652, Sales Management, 1801 Leland Ave., Chicago.

SUCCESSFUL SALES MANAGER SEEKING greater opportunity. My present "job" is too small. Manufacturing and shipping facilities are inadequate to keep me busy and I want a chance to unlimber all my guns in a real fight for big business. Have spent a lifetime in sales work and know exactly what to do. Unusually successful in organizing and developing a sales force of fighting go-getters. Old enough to make few mistakes—young enough to give my personality full effectiveness. Married and thoroughly reliable West. Address Box 655, Sales Management, 1801 Leland Ave., Chicago.

DO YOU NEED A MAN OF BROAD VISION and recognized ability to plan and promote sales? Capable of writing sales letters that produce. Handles correspondence diplomatically. Experienced salesman and sales executive. Can get salesmen to work with and not for him. RESULTS! That's what you want and that's what he gets. If you need such a man address Box 653, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

BINDERS FOR SALES MANAGEMENT \$1.25 POSTPAID

The Dartnell Corporation

PERSONAL SERVICE

SUCCESS IN BUSINESS AND PERSONAL affairs! Read character by handwriting and features. Conlin System. Low price for entire course. Write, H. E. Conlin, Dept. H, 21 St. John's Place, Buffalo, N. Y.

SALES MANAGERS WHO USE A NUMBER of drawings will be glad to know they can now obtain LINE DRAWINGS at a cost of from \$2.00 to \$10.00. Halftones reproduced in LINE DRAW-ING at a small cost. Sketches are all submitted free of charge. A request for a sketch places you under no obligation so why not send me any work you intend having done and be convinced that I can save you money? A. D. Cowan, L. B. 262, Fulton, Ill.

DETAILED INFORMATION ON ANY COMpany, location, land section in El Dorado-Smackover oil fields, \$2.00. No charge if unable to furnish information. Brokerage service on approved issues only. Stephen Stephens, Oil Field Commercial Correspondent, Suite 4, States Hotel Building, El Dorado, Arkansas.

ADVERTISING SERVICE

\$50,000 DAILY SALES FOR ONE CLIENT from my direct-mail copy, counsel, plans. Complete local and national campaigns to produce \$50 to \$50,000 daily sales. Also single pieces, newspaper and magazine ads, letters, circulars, booklets, catalogs. Ten years sales promotion manager, Larkin Co., Inc. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

CAPITAL IN ANY AMOUNT RAISED BY my tested plan of reaching selected investors direct by mail. Twenty years' resultful experience planning sales campaigns and writing investment advertising. Submit outline of your business problem for free analysis, samples of my work and booklet, "How to Raise Capital." Gardner Advertising Service, B-510 Ridge Arcade, Kansas City, Mo.

DIVISION SALES AGENCY; ESTABLISHED international concern. Position pays on commission basis approximately \$10,000 a year. \$1,000 capital required. Outline experience briefly. United Creditors' Association, U. C. A. Building, 16th and Oxford Sts., Los Angeles, California.

Lightning Letter Openers

Motor driven and hand operated models. A most efficient and convenient aid and a time and labor saver in the mail department.

No obligation is assumed in making a trial of the machine.

E. A. KIRKLAND, Sales Representative Tel. Wabash 2462 440 S. Dearborn St., Chicago, Ill.

Salesmen's Application Blanks

Send for our 1923 Form for recording applicants for positions as salesmen and classifying their strong and weak points. Used by more than 600 concerns in all lines of business.

DARTNELL CORPORATION, 1801 Leland Ave., Chicago